UNITED STATES OF AMERICA GENERAL SERVICES ADMINISTRATION

W 4-17-78

MINS NUPUROA

National Personnel-Records Center (Cu dian Personnel Records)

111 Winnehago Street

St. Louis, Missouri 63118

BARCT STATEMENT CONCERNING CHRISTMAS ASSISTANT EMPLOYMENT

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Thomas Kunan (LA)

Dear Ton.

Please accept my appreciation for an assignment well done as a member of the FY 1977 GS-13 Evaluation Board.

Nour full-time service with the Board represents a nel assessment and management. Your recommendations for very helpful.

duties that this time spent with the Board has broadened and sharpened your own focus on the personnel aspects of more than ever our need for carefully and candidly written

Sincerely,

Deputy Director for Operations

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SEGRET EYES ONLY

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1. WH Division recommends that Mr. Thomas J. Keenan be promoted to 65-13. 2. Mr. Keenan has been serving as He was selected for this important pesition him in his previous field tour as Deputy Chief of Station. In because of circumstances beyong control in which, because of circumstances beyong control the incumbent faces enormous difficulties. In spite of the short time in which he has emonstrated the qualities of leadership and imagination hich we expected of him. He has shown soundness in irecting his subordinate officers and in counseling hem on how to achieve desired objectives in specific perational situations. He has likewise maintained executed the acting principal officer who in urn has shown himself to be a strong supporter of the tation's efforts. 3. It is noteworthy that Mr. Keenan has been able to aintain the Station's morale at an accertable level in	MEMORANDUM FOR	: Deputy Director for Operation	on s
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6: This Division believes that the performance of Mr. Keenan in this initial period of his first experience as Chief of Station amply fustifies the confidence and trust placed in him when he was chosen to occupy that

David A. Phillips Chief Western Hemisphere Division

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THROUGH

Deputy Director for Operations,

SUBJECT

Appointment of Hr. Thomas J. Keenan as Chief of Station,

1. The appointment of Mr. Thomas J. Keenan, GS-14. as Chief of Station a GS-14 position. a GS-14 position. effective on or about 1 September 1973, is recommended.

2. Mr. Keenan has been an employee of the Agency since May 1957, and is presently assigned as Deputy Chief of Station a GS-15 position. He has also served overseas in Mexico City. A biographic profile, including information regarding his Agency experience and training, and the two most recent fitness reports are attached. There is no foreign language requirement for assignment

Western Hemisphere Divysion

Attachments Blographic Profile (Parts 1 & 2) Fitness Reports Photograph

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THE WHITE HOUSE

Keenan, Kones J.

June 12, 1972

MEMORANDUM FOR JIM LUDLUM

SUBJECT: COURTESIES EXTENDED BY GIA PERSONNEL
DURING MY REGENT TRIP TO LATIN AMERICA

I want to thank you most sineerely for the courtesies extended by your Station Chiefs and other personnel during my recent visit to Latin America.

Without exception, your people were most gracious and helpful.

They were also forthright with respect to both their activities and their problems in dealing with the narcetics target.

It was quite apparent that you and Ted Shackley have succeeded in conveying to the field the message about what the Agency is supposed to be doing in the drug field.

If the appropriate occasion should arise, I would appreciate your conveying my appreciation to Messrs.

Keenan,

Walter C. Minnick

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17: JUL 1967

MEMORANDUM FOR: Chief, Records and Control Division

: Executive Secretary, Honor and Merit Awards Board FROM

BUBJECT Chatody of Honor Award presented to Mr. Thomas J. Leenan

Because of security restrictions, the Honor and Merit Awards Board is acting as custodian of the subject's Honor Award and related papers listed below: Certificate of Merit

When security restrictions no longer prevail, the Avardee may obtain his award by calling the Executive Secretary.

ELLIN B. GLENN

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Distribution:

Original - Subject's OP File 1 - C/Support Staff/WE

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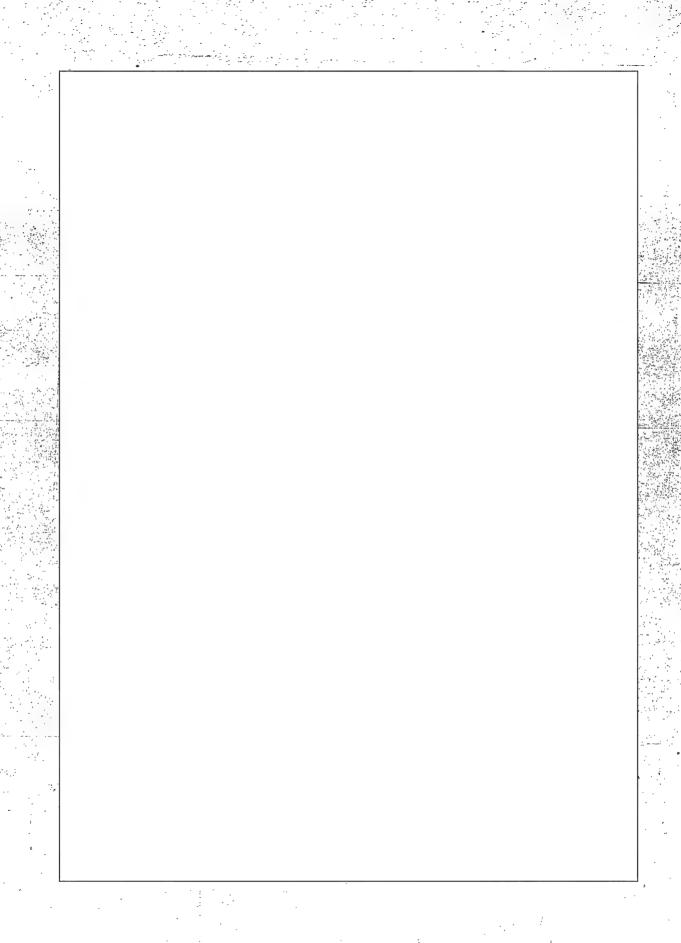
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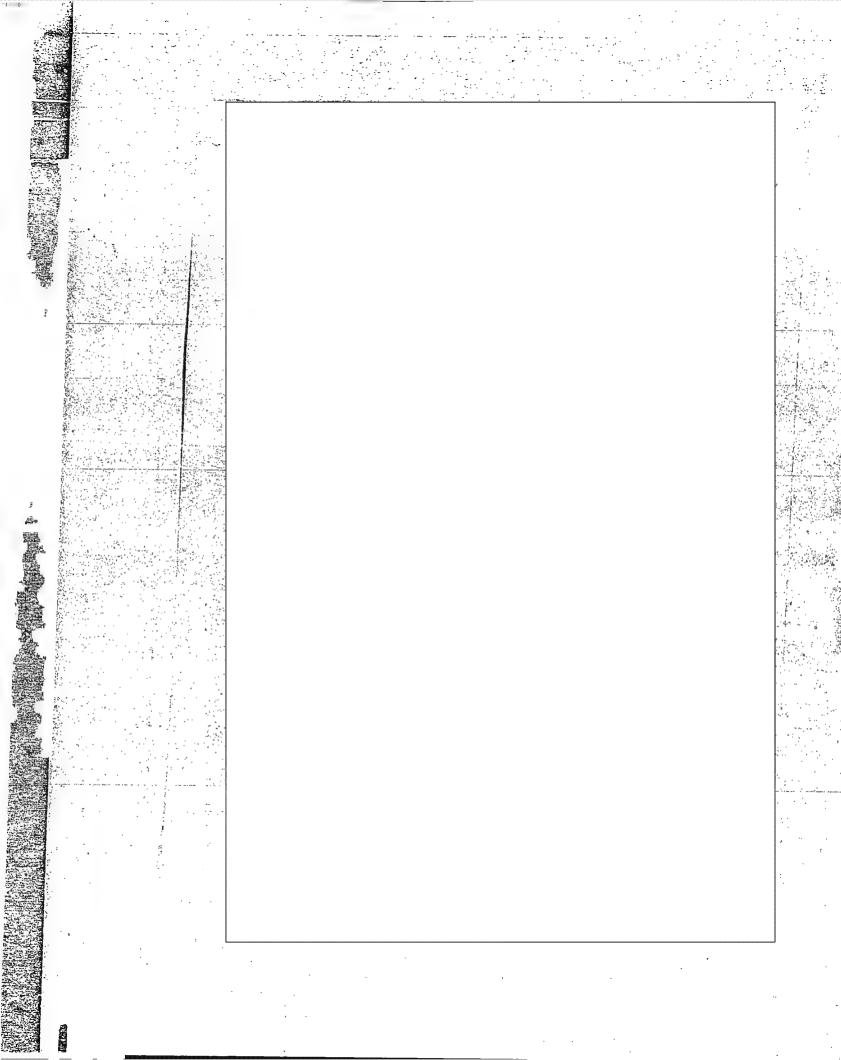
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1 March 1967

MEMCRANDUM FOR: Secretary, GSCS Panel, Section A

SUBJECT

Recommendation for Promotion:
Thomas J. Keenan

Is The promotion of Mr. Thomas J. Keenan to GS=13 is strongly recommended. Mr. Keenan embodies the principal qualities of the all-sround operations officer. He is intelligent, perceptive and analytical. He quickly grasps the essentials of a problem. He is aggressive, very industrious, and always works effectively. His field experience consists of two tours of daty in Mexico where he began as a junior case officer and developed rapidly to the point where he was handling an extremely heavy load of important and complex cases.

The experience he gained was broad in nature. Also involved was the supervision of up to people, including other officers and agents. Mr. Keenan himself responds extremely well to enlightened supervision and is quick to profit from the guidance of his supervisors.

- 2. For the past two years Mr. Keenan has worked on the FI Staff of the Wil Division providing supervision and guidance for FI/CI activities of the Division. He has been most effective in this role which requires dealing on a day-to-day basis with officers, many of whom are senior to him.
- 3. He participated as the Number 2 man on a Headquarters Task Force supporting the President's visit to Mexico last year. His work was highly effective. Mr. Keenan demonstrated a thorough knowledge of Headquarters' procedures and an ability to get things done. Mr. Keenan will shortly be assigned as

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Operations Officer to where there are targets of an increasingly serious nature requiring highly professional operational approaches.

4. Based on his experience and proven ability demonstrated by sound accomplishments as a case officer and as a Headquarters staff assistant, Mr. Reenan is regarded as having superior potential. It is recommended that he be promoted to GS=13.

William V B

Chief

Western Hemisphere Division

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8-E-C-R-E-T CENTRAL INTELLIGENCE AGENCY WASHINGTON, D.C. 20505

: Thomas Keenan

SUBJECT:

Host of you who went down to departed with so such speed and so Nittle ceremony that departed with so much speed and so little ceremony that there was no time to explain the importance and urgency of your assignments. Now that you have served there during the crisis, the importance of the task needs no embellishment from us, but you should know that the contribution of the augmented Station was decisive in shaping the policies and actions and octions several major mistakus. FOF weeks our Station reporting was literally the only source of information that the United States had on the role of communism and on conditions outside the capital.

the capital.

Many fine things were done in the Station and in the hinterland by all of you.

tolling over midnight reports, - all these things were common-place. The dedication, discipline, and routine of our personnel placed them in a class apart.

To the sense of pride and accomplishment you must already feel, I want to add the gratitude and admiration of the DDP and of the Agency.

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Richard Holms: Deputy Director of Central Intelligence

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30 JUL 1964

MEMORANDUM FOR: Socretary, CSCS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-12 Mr. Thomas J. Keenan

to GS-12. It is recommended that Thomas J. Keenan be promoted

2. Mr. Keenan is thirty-four years old and has been with the Agency since 1957. While in grade as GS-11 only for the past year or so, he has been performing at a level even higher than the proposed GS-12 for more than three years, supervising the activities of up to agents including a GS-13 contract agent.

 The following quotation from the latest annual fits ness report represents the best justification for this request:

"Subject's duties and responsibilities involve management and supervision of some of this Station's most successful and most sensitive operations. The fact that Subject has responsibilities comparable to any officer up to four grades higher than his speaks for the trust COS has in him and for his continued exceptionally proficient performance."

Desmond FitzGey#1d

Chief

Western Hemisphere Division

() pp 35%

SECRET Keenen, Thomas John Daughter 65-067 There is on file in the Benefits and Counseling Branch, Benefits and Services Division, Office of Personnel, an Official Disability Claim File on the above named employee (or his dependent*) for an illness, injury, or death incurred on Premiture birth This notice should be filed in the employee's Official Personnel Folder as a permanent cross-reference to the Official Disability Claim File. 954 NOTICE OF OFFICIAL DISABILITY CLAIM FILE SECRET

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29 December 1960

MEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

SUDJECT

Recommendation for Promotion to Grade 05-10

1. Thomas J. Keeman entered on duty with CLA on 20 May 1957 as a Junior Officer Trainee. He was assigned to WH Division for a one year tour effective 6 January 1958 and was changed to staff employee on 25 January 1959. He served ably as operations officer on the Ricaraguan and Costa Rican dask, Since 3 February 1960 he has been an Operations Officer at the Station.

- 2. Reenan is equipped intellectually and emotionally to do fine work, and his potential for a good career is high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthusiaatic and imaginative. He gets on well with his co-workers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual; interested and cooperative; and gives promise of being a sound intelligence officer.
- 3. The above recommendation has been submitted previously under the dates of 12 August 1959, 3 January 1960 and 30 June 1960. An efficiency report from the Station dated 12 December 1960 states that Mr. Keenan is an unusually effective case officer and is making an outstanding contribution to CIA operations in that area. This report further indicates that Keenan has been assigned duties which would normally be performed by a much senior officer and has carried them out in a most commendable manners.
- 4. On the basis of his qualifications and past porformance, it is recommended that Mr. Keenan be promoted to Grade CS-10.

Rw Hilat J. C. King PC Chief

Western Hemisphere Division

APPLICATION FOR MEMBERSHIP IN THE CAREER STAFF

To the Chief, KUBARK

Siri

I submit herewith my application for membership in the Career Staff defined below:

"The Career Staff is a group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Organization, and who intend to make a career with the Organization."

In accordance with this definition, I desire to devote myself to the faithful performance of duty in the Organization, and I accept the obligations and conditions of that service which are determined to be essential to the furtherance of its mission.

I am aware of the many restrictions necessarily placed upon me by virtue of the security requirements inherent in my employment by the Organization. I am also aware that as a member of the Career Staff, it will be my obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of the Organization and I have been assured that in order to carry out this policy, full consideration will be given to my particular capabilities, interests, and personal circumstances. By virtue of this application for membership and upon my acceptance in the Career Staff, I am assured that, with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorated my personal progress during my tenure in the Career Staff. I am also assured that, on my satisfactory completion of any assignments, I will be offered assignments which are compatible insofar as possible with my abilities and career interests, and that I shall be entitled to the banetits now available or to be made available in the future to members of the Career Staff of the Organization.

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30 June 1960

MEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

SUBJECT:

Recommendation for Fromotion to Grade OS -10
Hr. Thomas J. Keenan

1. Themas J. Keenan entered on duty with CLA on 20 Hay 1957 as a Junior Officer Trainee. He was assigned to WH Division for a one year tour effective 6 January 1958 and was changed to staff employee on 5 January 1959. He served ably as Oberations Officer on the Micaragua and Costa Rica Deak. Since 3 February 1960 he has been an Operations Officer at the

- 2. Keenem is equipped intallectually and emotionally to define work, and his potential for a good career is high. He is alert and consulentions. He takes on pay tasks readily and accomplishes his objectives with theroughness and dispatch. He is enthusiastic and imaginative. He gets on well with his co-workers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a cound intelligence officer.
- 3. The above recommendation has been submitted previously under the dates 12 August 1959 and 5 January 1960. The membrandum of 5 January 1960 added that since 12 August 1959 Mr. Keenm's performance continued to be of a high caliber. Although Subject's personnel file contains no evaluation yot of his work at the Station, the Headquarters Section Chief, who visited the Station in April 1960 observed that Subject was doing excellent work.

h. On the basis of his qualifications and past performance, it is recommended that Mr. Keenan be promoted to grade GS-10.

Chief

Western Hexisphere Division

Secret

5 January 1960

MEMORANDUM FOR: Secretary, CS/CS Panel (Section C)

BUBJECT:

Recommendation for Promotion to Grade G8-10

- 1. Thomas J. Keenan entered on duty with CIA on 20 May 1957 us a Junior Officer Traines. He was assigned to MH Division for a one year tour effective 6 January 1958 : 1 was changed to staff employee on 25 January 1959. He has reck by been assigned as Operations Officer on the Hicaragua and Costa Rica Desk.
- 2. Keenan is equipped intellectually and emotionally to do fine work, and his potential for a good career is high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthusiantic and imaginative. He gets on well with his convokers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a sound intelligence officer.
- 3. The above recommendation was previously submitted under date of 12 August 1959. Since that date by Keenan's performance has continued to be of a high caliber. He is now undersoing additional training for his assignment to the Station in February 1960.
- 4. On the basis of his qualifications and past performance, it is recommended that Mr. Keenan be promoted to grade GS-10.

Chief Western Hemisphore Division

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12 August 1959.

HEMORAHDIM FOR: Secretary, CS/CS Panel (Section C)

SUBJECTS Recommendation for Promotion - Thomas J. EREMAN

1. Thomas J. Resman entered on duty with CIA on 20 May 1957 as a Junior Officer Traines at CS-7. He was assigned to MM Division for a one year tour affective 6 Jamany 1958 and was changed to staff employee on 25 Jamany 1959. At present he is assigned as Operations Officer on the Miceragua and Costa Rice Deak.

- 2. Essuan is equipped intellectually and emotionally to do fine work, and his potential for a good carear in high. He is alert and conscientious. He takes on new tasks readily and accomplishes his objectives with thoroughness and dispatch. He is enthusiablic and imaginative. He gots on well with his co-workers and is highly motivated. Keenan always makes a good impression and works diligently. He is a very pleasant individual, interested and cooperative, and gives promise of being a sound intelligence officer.
- 3. On the basis of his qualifications and past performance, it is recommended that Keenan be promoted to grade GS-10.

adolph B. Gospora

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JOT's Specific Daties Novs Presently in training

G3 Level of the tork to thich He is Assigned: Prior to present training assignments his work assignments on the Mexican deak valued from a GS-3 to a GS-7 level GS Level of His Performance: GS-7 For How Long: Approximately two months

The Quality of the Lors He Performs During his short period on the Mexican desk Mr. Keenan's performance was excellent. Attituces

- (a) Toward IIIs for 1 Excellent
- (b) Toward his Associates (Doen He Get Along Well with People?); Excellent, he gets along extremely weel with his associates.
- (c) Toward the Agency (Caroor): Excellent

Supervisory Ability (if demonstrated): NA

that do You estimate His Growth Fotential To Ro? On what he demonstrated in a short period of time Fr Keenan should rapidly develope into a valuable employee with a high potential. reassigned to WH/Vexico for opproximately one year of desk training.

Lould You Concur in a Recommendation that He Be Promoted?

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3-57 11520

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15 May 1958

HARRITINE STATEMENT FOR THE PROPORTOR OF THOMAS J. KESSEN

- 2. There is one other JOT under the supervisor. He is GS-9 and replaced subject, doing the arm work, when subject left for OC. Subject's Spanish is not so well developed as that of the GS-9 JUT; otherwise there in little difference in their production:
- 3. On the CI Staff subject's performance use ormal to that of other JOT's under the supervisor. During him time on the Cuch with other JOT of higher grade.
- W. Keenen care to the JOTP with a good college record and excellent experience as officer in charge of circy officers and enlisted for in a large commications center. His runk was Lt(12). He has a fair working knowledge of Spanish. To date he has ghown high not votion, edepts. Dility, and an intelligent approach to his job.
- 5. Keepen has had no opportunity to demonstrate supervisory
 - 6. WH concurs in this promotion.
 - 7. It is recommended that Keenen be promoted from GS-7 to GS-9.

Will f 1. 2. ch./20

14 January 1958

C/Junior Officer Training Program/TR

Attachment of Junior Officer Trainee THEMAS J. KEEHAN

- 1. As agreed by Mr. Brady of your Pivision and Mr. O'Clara of the Jor Progres, Jor Thomas J. Keenan is attached to MF/1 for a one-year tour effective 6 January 1958. Administrative instructions are attached. At the conclusion of this tour, we will secide methally whether or not to continue this attachment.
- 2. The purpose of this co-the-job tour is to train Keenen In Headquarters procedures and the cutten of a Headquarters case officer, the ultimate objective being to prepare his for an oruracas assignment
- 3. It is understood that after a BUT has been attached to the J. It is understood that after a dut has reen stracted to to deak fer six months as a traines, the supervisor will provide C/JOTP with a critical evaluation of the subject's performance is those elements listed in paregraph ?.
- i. Keeman has attended ICC and ITC. It is understood that be will attend the Operations Course beginning 3 Sarch. The JOTF will consider supporting any additional training necessary for Keeman's enticipated analgment.
- 5. Please send to the C/JOTP as quickly so convenient an outline of the activities the Jof will pursue as suggested by the appointed sample. It is unicrotood that the program for the JOT is flexible and may be eltered from the to time to uset your operating needs, after consultation with the JOT Programs

POR THE DIRECTOR OF TRAINING.

Attachments: 3

WILLET L. DCCLES

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23-433-4

2 May 1957

Mr. Thomas J. Keenan

A STATE OF THE STATE OF

Dear Mr. Keenan:

This will confirm your entrance-on-duty date of 20 May 1957 with this Agency at Grede GS-7, salary \$4525.00 per annum.

Your permanent employment will depend upon the completion of the following processing at the time of entering on duty: taking the oath of office, signing a loyalty affidavit, participating in a final security interview and completing a medical examination which will include determination of physical health and emotional stability. Should anything of an unfavorable nature arise during this period, your employment will not result in a permanent appointment.

Please report to the Receptionist at Curie Hall at 8:15 a.m. and ask for on 20 May 1957. Curie Hall is located at the intersection of 23rd Street, Independence Avenue, and Ohio Drive, S. W., with entrance on Ohio Drive.

Under existing Agency regulations we are not authorized to bear the expense of moving yourself, your dependents or your household goods from your present address to Washington, D. C.

The gross salary quoted will be subject to deductions for Federal income tax and 61 percent for the United States Civil Service Retirement Fund. In addition, the benefits of low-cost group life insurance are available to Federal civilian employees. The enclosed pamphlet

outlines the features of the program and lists the amount which will be deducted from your salary each pay period for this term insurance. This insurance is not obligatory. However, if you do not wish coverage, which is automatic, you should sign a Valver of Life insurance Coverage form at the time you enter on duty.

You will not receive a pay check for approximately four weeks after your entrance on duty. However, arrangements may be made for a temporary loan with a financial institution if necessary.

Very truly yours.

G. M. Stewart
Director of Personnel

Enclosures (2)
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8 April 1957

ر درگرور درگرور درگرور	Dear Mr. Keenan:
	We are pleased to inform you that your application for employment with this Agency has been reviewed with interest by appropriate officials and that actual processing has been initiated for a position at Grade GS-7, salary \$4525.00 per annum.
	Your final appointment is dependent upon a number of factors in- cluding character and reference investigations, and other processing procedures. You may be sure that this processing is being accomplished as rapidly as possible.
	Pleast notify us of any changes in your present status such as chang of address, employment, marital status, etc. If it should develop that you cannot accept the position, please let us know immediately. If you have any questions concerning your application, please do not he state to get in touch with us. Your future correspondence or inquiries should be directed to the attention of
·	Members of this Agency are entitled to the regular United States Government leave and rettrement benefits. Our salaries conform to the rates prescribed by Congress for United States Government agencies.
	Thank you for your cooperation and patience during this waiting period.
	Very truly yours; G. M. Stewart Director of Personnel
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4 Warch 1957

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Dear Sir:

I have been recently released from active duty with the U.S. Navy, and am interested in obtaining information as to my qualifications for a career position with CIA. Although I do not hold a Master's Degree, I feel that my experience and interest make your consideration of my qualifications worthwhile. Any arrangements you may care to make regarding a personal interview will be acceptable to ne.

Sincerely,

Thomas J. Keenan

TJK:nk

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Ago: 26

Married: no children Height: 5'11" Weight: 175

Job Interest

Career position with the Central Intelligence Agoney.

Education

Public High School. Graduate of Marquette University, Class of 1953 with B. S. Degree in Liberal Arts. Majors in English and History. Grade transcript furnished upon request.

Military status

Veteran. U. S. Navy 3 years, 4 months. Graduate of Officer Candidate School. Duty generally in Communication and administration billets. Background Investigation completed 31 August 1954 by DIO Third Naval District. Last billet held was that of Officer in Charge, U. S. Naval Radio Station, Beavertail Point, Rhode Island. Released from active duty, November, 1956, as Lieutenant Junior Grade.

Hobbies and Interests

Sports: tennis and golf; reading, and informal discussions.

References

Furnished upon request.

Interview

At your convenience.

CENTRAL INTELLIGENCE AGENCY WASHINGTON 25, D. C.

Applicant Information Sheet No. 1

To all persons applying for employment with the Gentral Intelligence Agency:

This paper is the first step in applying for employment or consultant status with the Central Intelligence Agency. No application may proceed beyond this first step if the applicant is not in agreement with the conditions stated below:

General Considerations:

- 1. The Nutional Security Act of 26 July 1947 (Public Law 253, 80th Congress) which created the Central Intelligence Agency places upon the
 - a. "to advise the National Security Council in matters concerning such intelligence activities of the Government departments and agencies as relate to the national security:
 - b. "to make recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as relate to the national
- c. "to correlate and evaluate intelligence relating to the national security, and provide for the appropriate dissemination of such intelligence within the Government...;
- d. "to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished
- e. "to perform such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct."

The special character of this national responsibility requires the Agency to maintain correspondingly special employment criteria which may be different from the routine or normal employment standards of other Government departments and agencies which do not have the highly sensitive responsibility borne by the Central Intelligence Agency. It follows that the investigation of applicants prerequisite to their acceptance is a time-consuming process which, in addition to loyalty and security checks, includes evaluation of competence. Physical and emotional fitness; and availability of a suitable position at such time as employment may be offered. This is called "clearance" of an applicant,

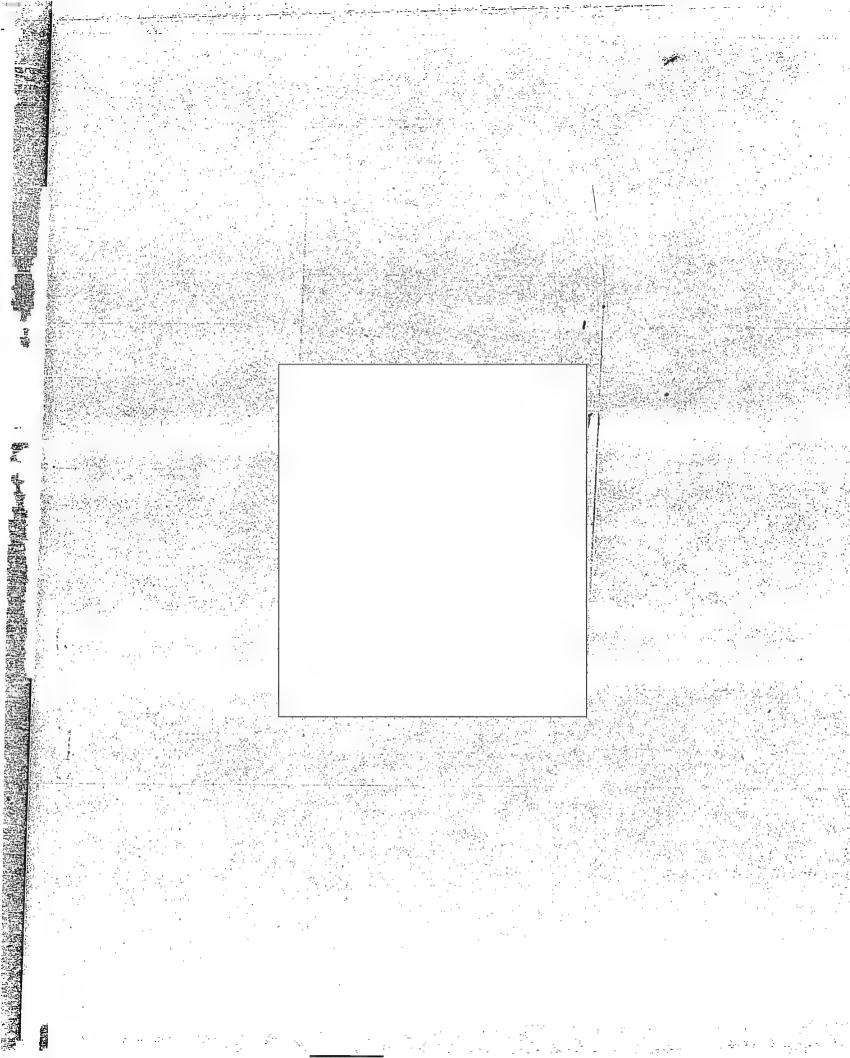
- 2. Investigation of an applicant may reveal something which prevents his clearance perhaps something of which the applicant is genuinely unaware, perhaps something which only the special employment criteria of the Agency make unacceptable. In any event, adverse findings by the Agency are conclusive and final so far as the Agency is concerned, and no statement of specific reasons is made to the applicant.
- 3. Employment by the Central Intelligence Agency is not a right upon which an applicant can insist. Offer of employment which is subject to full clearance does not constitute a commitment on the Agency's part giving an unsuccessful applicant grounds for any claim against the Agency. Acceptance of employment upon the condition of clearance is at the applicant's risk, taken with the knowledge that a very substantial percentage of applicants are not cleared.

Statement of Understanding and Agreement

I have read, understand, and agree to the foregoing General Considerations. If not accepted for employment by the Central Intelligence Agency, I will make no claim or demand in conflict with those considerations.

I have also seen and read Applicant Information Sheet No. 2

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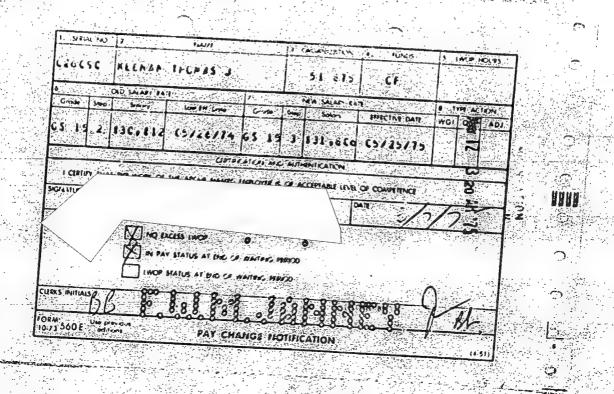
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FOR PURPOSES OF THE FAIR LABOR STANDARDS ACT. AS AMENDED. YOU ARE DESIGNATED EXEMPT.

EFFECTIVE DATE OF DESIGNATIONS OF MAY 1974.

REENAN THUMAS J



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EFFECTIVE CATE OF PAY ACJUSTMENT: 13 CCTUBER 1974

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EFFECTIVE DATE UF PAY ADJUSTMENTS 14 OCTOBER 1973

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PAY ADJUSTMENT IN ACCURDANCE WITH SALARY SCHEDULES OF PL 91-696 AND EXECUTIVE DHOER 11376 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DOL DIRECTIVE DATED B DOTTBER 1962* EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

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KEENAN THOMAS J

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"PAY ACJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE DRIVER 11324 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AHENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT! 28 DECEMBER 1969

NAME

SERIAL DRGN. FUNDS GRASTEP

SALARY

KEENAN THOMAS J

026090 51 700 CF GS 13 3

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"PAY ADJUSTMENT IN ACCORDANCE WITH SECTION 212 OF PL 90-206 AND EXECUTIVE AS AMENGED, AND A DCI DIRECTIVE DATED B OCTOBER 1962" EFFECTIVE DATE OF PAY ADJUSTMENT! 13 JULY 1969

NAME

KEENAN THOMAS J

SERIAL ORGN. FUNDS GR-STEP

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AS AMENDED, AND APCOL DIRECTIVE DATED 8 DCTOBER 1982. EFFECTIVE DATE OF PAY ADJUSTMENTS 8 OCTOBER 1987

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AS AMENDED, AND A-DOI DIRECTIVE DATED 8 COTCUER 1962.

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1966

NAME

SERIAL ORGN. FUNDS CR-STEP SALARY SALARY

KEENAN THOMAS J

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PURSUANT IC AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949.
AS AMENDED, AND A-DCI POLICY DIRECTIVE DATED 8 OCTUBER 1962.*

EFFECTIVE DATE OF PAY ADJUSTMENTS 10 OCTOBER 1965

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SALARY CONVERTED TO RATE SHOWN FOR INDIVIDUAL'S GRADE AND STEP AS INDICATED IN CHART BELOW.

GENERAL SCHEDULE RATES Federal Employees Salary Act of 1964

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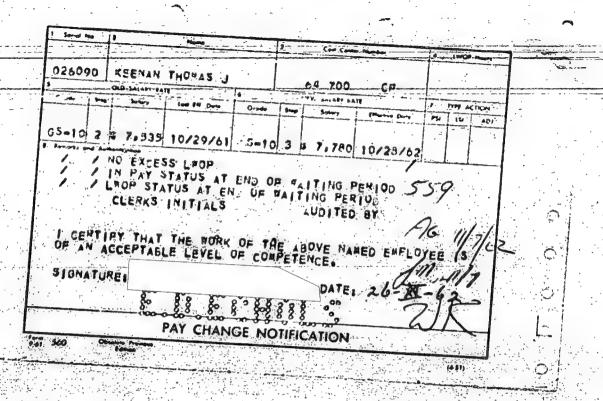
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12 JANUARY 1958 AUTHORIZED BY P. L. 85 - 462 AND DCI

DIRECTIVE. SALARY AS OF 15 JUNE 1958 ADJUSTED AS FOLLOWS

NAME

SERIAL GRADE-STEP OLD SALARY NEW SALARY

KEENAN THOMAS J 126090 GS-09-1 \$ 5.440 \$ 5.985

GORDON M. STEWART

/S/ DIRECTOR OF PERSONNEL

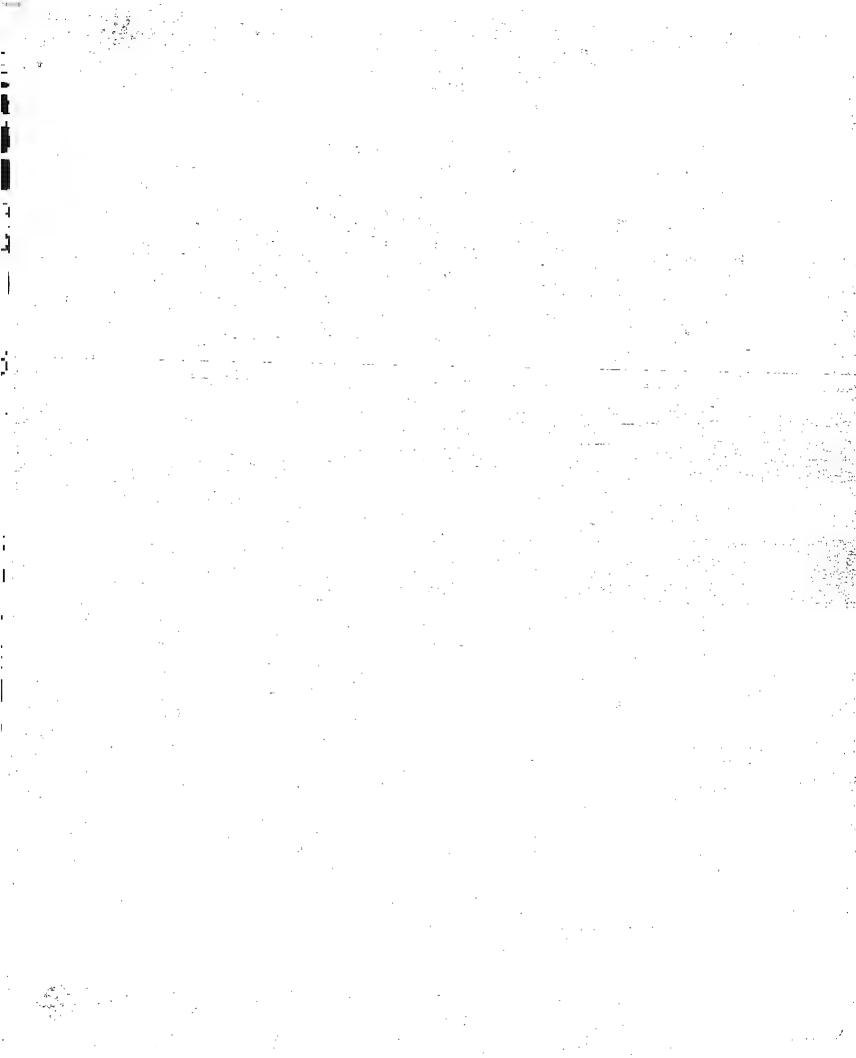
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CENTRAL INTELLIGENCE AGENT P.C. 19 Apr 57 NOTIFICATION OF PERSONNEL ACTION 1v1 C-7673 2. DATE OF DIRECT MR. THOMAS J. EDITAR 20 My 1957 Phis is to notify you of the following action offecting your employment: 3. NATURE OF ACTION 1 use standard resumblose. & EFFECTIVE DATE 7. CIVIL SERVICE ON OTHER LEGAL AUTHORITY EXCEPTED APPOINTER 13 80 May 1957 50 UECA 403 J 0. POSITION TITLE. Por U-748.16 05-0090.01-7 \$4525.00 per anne P. SERVICE, SERIES. DDB/ORR Junior Officer Trainse Corps 19 CACAMIZATION 281000 IL PEADQUARTERS Washington, D. C. OFPARTMENTAL 12 FIELD OR DEPT L PIELO. DEPARTMENTAL 14 POSITION CLASSIFICATION ACTION NONE WWII OTHER S.PT. 10 POINT HEW VICE I. A. REAL SD/GT 16. APPROPRIATION MENT AFFIDAVITY 19 LEGAL HE STOLKEE М CLAIMED | PHOVEO STATE: ac-078

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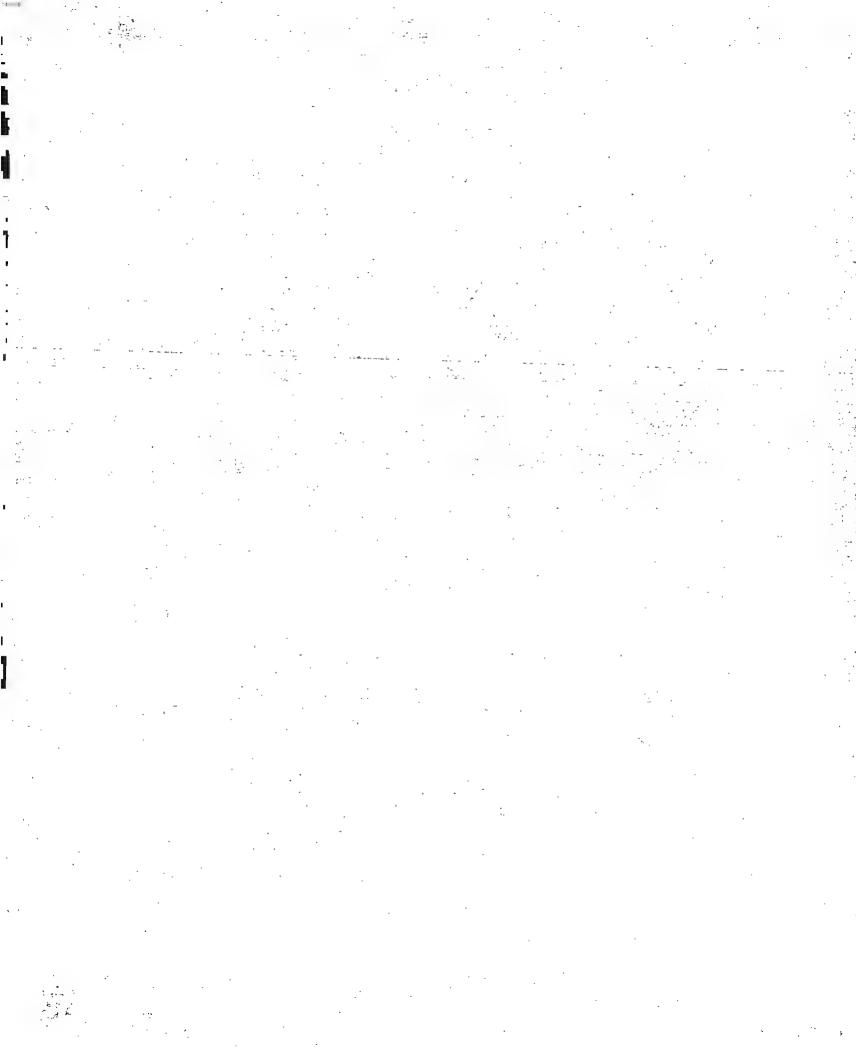
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OPPICIAL TITLE OF HEVIEWING OFFICIAL Deputy Chief, 17 Jan 1978. Latin America Division 4. BY EMPLOYEE

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SIGNATURE OF EMPLOYEE

CLASSIFICATION

4 JAN 1978

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan

1. During the first six weeks of the reviewing period.

Mr. Keenan continued as Chief of the

the Division's most demanding geographic unit. His performance during this period continued at the same Strong level detailed in the last Fitness Report.

During February, as part of a determined effort to strengthen the Division's Operations Staff, Mr. Keenan was moved up to fill one of the two Deputy Chief slots in that unit. As of 1 July, he was the sole Deputy of the Staff. As set up in Latin America Division, the Operations Staff had both staff and line functions. It had broad coordinating responsibilities with all elements outside the Division, served as the focal point for all senior staff requests for studies and reports, stimulated and coordinated Division operational activities and reviewed the effectiveness of Division programs:

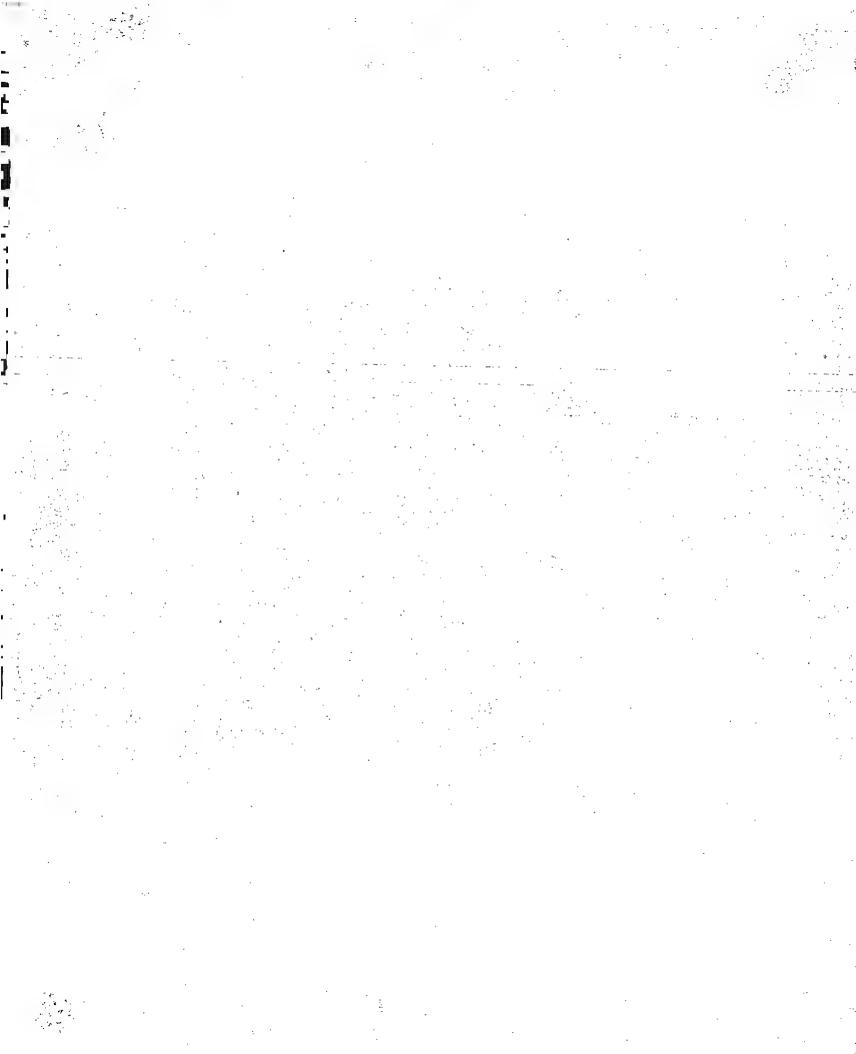
3. Mr. Keenan was assigned primary responsibility for close review and staff-action relating?

the staff referent In addition he served as throughout the

had Mr. Keenan as my Deputy. I assumed the Chief/Ops responsibility in April 1977 and immediately discovered that ground rules were different, on many operational decisions, and the almost constant senior staff requests affected one's ability to concentrate on operations. Mr. Keenan was extremely helpful in providing substantive briefings, guiding me through the legal and policy complications and pointing out the shoals. He made many valuable suggestions on how to handle the work load without drowning in paper.

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GENERALITIME



- 5. Mr. Keenan has an agile and retentive mind. He is quick at distinguishing the wheat from the chaff. He does his homework and I have never known him to go off half cocked. In making operational judgments, his initiative is tempered by a healthy dose of prudence. Mr. Keenan's writing is first rate; his prose is lean, often elegant, and always precise. I have admired his talents as a briefer. His presentations are balanced and detailed, often spiced with his engaging humor.
- 6. Mr. Keenan's tenure with the Ops Staff was a very intensive period. He normally worked an eleven-hour day and Saturdays as well. I take some pride in the fact that there never developed an antagonist relationship between the operating branches and the Ops Staff. Mr. Keenan deserves much of the credit for this. While often taking issue with branch positions and written work, he was unfailingly courteous, good humored, and helpful. His counsel was often sought on difficult problems.
- 7. A significant and time-consuming aspect of the Ops Staff's work concerned screening operational traffic for compliance with E.O. 11905 and ensuring that U.S. person strictures were scrupulously observed. I found Mr. Keenan's general knowledge in these areas unmatched among the non-lawyers of the Agency.
- 8. Mr. Keenan shared with me the responsibility for supervising the work of operations officers and one secretary. He is an excellent supervisor who manages (despite the belief of some that it is not possible) to be both exigent and pleasant. He cares about people, and as noted in the previous Fitness Report, takes special interest in developing younger officers.
- 9. In addition to his Operations Staff responsibilities, Mr. Keenan served as the Division EEO Officer. He also served for nine months on a time consuming não task force concerned with a

He performed these responsibilities with the same thoughtfulness and effectiveness he applies to everything else.

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GONFIE ZORA

10. The Operations Staff was disbanded in early November as part of the Latin America Division reorganization. In recognition of his splendid performance on the Ops Staff, Mr. Keenan was made Chief of a combined Coordination/Plans the coordination functions of the Ops Staff but not the line functions.

11. This is a splendid officer, certainly one of the most promising GS-15's in the Division. He clearly earned an Outstanding rating for the period under review.

Deputy Chief, LA Southern Region

Thomas J Keenan

Date

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COMMENTS OF REVIEWING OFFICIAL continued

While I personally handled the first week or so of the myriad problems associated with a wide-spread investigation of an alleged plot against I subsequently turned the responsibility for it over to Mr. Keenan and he represented the Division with the DDO. CI Staff on this important and seemingly never enumy problem area. This involved a lot of extra hours work and had to be handled meticulously. He performed these responsibilities impeccably.

During the past year he made many contributions to the smooth functioning of the division. Not least among them was the fact that having fully familiarized himself with US laws, Executive Orders, regulations, notices, etc., which have increasingly affected our operations programs, he ensured that our operational business was always in meticulous compliance with the spirit as well as the lotter of these seemingly myriad "don'ts." Similarly, we had to produce staff papers in a hurry, often synthesizing a great deal of detail or alternatively presenting a great deal of detail. Mr. Keenan saw that the job was accomplished on time and with good style.

Although he was the junior member of the Operations Staff, on occasion he served as the Acting Chief. He handled the COPS function with his usual dedication and good judgment.

As the rating officer has mentioned, when the division was reorganized in November, we decided to combine the Operations Staff's staff, but not command, functions with those of the Plans Staff. Mr. Keenan was the obvious choice for this important and challenging assignment which will tax his abilities and broaden his experience. He is one of our best GS-15 officers and has additional growth potential in the Clandestine Service. He is a good operations officer as well as a good staff officer and is qualified to manage one of our Latin America Division

CLASSIFICATION-FITNESS KEPOKE GENERAL INFORMATION Keenan, Thomas J. B. OFFIDINIER OF ASSIGNME

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GS-15 DQB Operations Officer, Ch DDO/LA Headquarters. 11. THE OF APPOINTMENT IT. TYPE OF BLEORY CAREER TI MPOHARY 3. REPORTING PIRICO (FROM.TO). CONTRACT SPECIAL 1 Jan 76-31 Dec 1976

SECTION B QUALIFICATIONS UPDATE

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SECTION C PERFORMANCE EVALUATION

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SPECIFIC DUTIES

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SEE MEMORANDUM IN LIEU OF FITNESS REPORT.

SPECIFIC DUTY NO. 3

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SECTION A

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31 March 1977	Deputy Chief, Latin America Division	TYPEG PRINTED NAME AND BIGNATURE
31. March 1977.		George V. Lauder
	2. BY EMPLOYEE	
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on Mr. Keenan. indeed one of our well-balanced, ai	exceptionally well-writter I agree with all that is s r better GS-15 officers-a rticulate. He also has ex sence. He has a good futu	said about him. He is alort, conscientious, xcollent judgement and

Chief, Latin America
Division: Raymond A. Narren

4. SY EMPLOYEE

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Branch Chief's attention, the other Stations, particularly which has an active operational program, and

required regular attention and the lesser posts could not be neglected. The Branch performed well in these regards too. In short, I was pleased by the rapidity with which Mr. Keenan got on top of his responsibilities and by the intelligence, thoughtfulness; energy and professional skills he displayed in carrying them out.

Mr. Keenan is an intense, thorough, common sense, sound officer who while quick witted, thinks problems through, sees the holes and takes steps to fill them. He does his home work and doesn't go off half cocked; yet he gets the job done quickly. He tends toward the conservative side in making judgments. While he has a pleasant way with people, he has firm convictions, and he is articulate, very forthright but not offensive in expressing what is on his mind. A strong supervisor, he is on top of the activities of his unit, demands results, isn't afraid to be firm with his subordinates but is thoughtful and concerned about their welfare. He cares a lot about people and is interested in developing younger officers assigned to him. Because of these qualities, he was selected to be the Division's EEO officer when we needed a new one a few months ago. He has performed this role in his usual thoughtful and efficient fashion. He writes quickly and well. No one is more conscientious than he. He really cares about his job and tries to produce the best possible product. All in all, he was one of our best Branch Chiefs and deserves a solid "Strong" for his efforts.

In February 1977, one of the Deputy Chiefs of Operations
jobs in the Division came open. Because of his demonstrated,
all around ability, personal qualifications and potential, he
was selected from among the Branch Chiefs in the Division to fill
that position. The job will broaden him and equip him for even
more responsible posts in the field as either a Station Chief
or for more senior positions at Headquarters. He is clearly
one of our promising GS-15 officers.

Deputy Chief Latin America Division

Thomas J. Reenan

Date)

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20 April 1976

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan 1 January - 31 December 1975

were other case officers at a	s reporting period Mr. Keenan fi In addition to himself the Station. Its total compleme he Army War College in July 1975	there
During the last six months o	of his tour, the Station had thr	ee things
of these the latter t	urned out to be the most worthw	hile.
Ur. Keenan's relations	during this period w	ere good.
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In the last six months of his would rate his overall performance	tour as Chief of Station	ı
	Raymous A. Warren Ordaty Chief Latin Auerica Division	141714
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Subject: Thomas J. Keenan, Homorandum in Lieu of Fitness Report

Mr. Keenan had departed Station shortly after by the time I assumed charge of Latin America Division in May 1975. Therefore, I am not able to comment on his performance as Chief of Station during the first five months of 1975. I would like to note, however, that Hr. Keenan served under me when I was Chief of Station from 1965-1968 and I am acquainted with his personality and operational proficiency. On this basis, while I did not observe his performance as Chief of Station first hand, I generally concur with the Rating Officer's comments and overall performance evaluation of "Strong."

As a person, Mr. Keenan is a mature, dedicated officer with a pleasing personality, lie gets along well with his peers and subordinates and is respected by them. I have selected him to be Chief which is one indicator of the confidence I have in his ability. This will be an excellent test of Mr. Keenan's administrative and managerial ability since this branch is one of our largest in Latin America Livision.

Richard S. Sampson
Chief
Latin America Division

I certify that I have seen all entries in this report.

Thomas J. Keenan

Date -\ (

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CLASSIFICATION FITNESS REPORT SECTION A GENERAL INFORMATION I. EMPLOYEE NUMBER R MARK Hand first and offer B. DATE OF BIRTH 4. BEN D. GRADE S. OD 026090 Keenan, Thomas J. GS-15 M 7. OFFICIAL POSITION TITLE. 6. OFFIDIVIBE OF ASSIGNMENTS. CURRENT STATION to. CODE /ch a Chief of Station DDO/LA HQB. OF 11. TYPE OF APPOINTMENT OTHER (Spec.) PESERVE CONTRACT TEMPORARY ANNUAL REASSIGN. BPECIAL 1 July 1974 - 31 December 1974 31 January 1975 QUALIFICATIONS UPDATE IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "NO" IN THE BOX TO THE RIGHT, IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIGHT. SECTION .C PERFORMANCE EVALUATION Performance is unacceptable. A rating in this category requires immediate and positive reme could range from counseling, to further training, to placing an probation, to reassignment of M-Merginal Proficient Performance is satisfactory. Desired results are being produced in the manner expected. S- Seeming . Performance is characterized by exceptional proficiency. O-Outste Performance is so exceptional in relation to requirements of the work and in comparison in the performance of others doing similar work as to warron; coecial recognition. SPECIFIC DUTIES ist up to six of the most important specific duties performed during the rating period. Insert rating letter, which best describes the manner in which employee seriorine EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on help ability to expervise (indicate number of employees supervised). SPECIFIC DUTY NO. 1 See Attached MEMORANDUM IN LIEU OF FITNESS REPORT SPECIFIC DUTY NO. E RATING SPECIFIC DUTY NO. 8 GPECIFIC DUTY NO. 4 RATING SPECIFIC DUTY NO. 8 RATING SPECIFIC DUTY NO. 6 DATING OVERALL PERFORMANCE IN CURRENT POSITION LETIER productively, conduct as indicated as produced many indicates his affectiveness in his certail justifies such as performs of employers, conduct as polyment personal traits of habit, and particular limitations or talents. Save as employers, consucilly performance design the rating pass corresponding to the stores rately sufficient for level of performance. 5

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13 January 1975

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Thomas J. Keenan 1 July 1974 - 31 December 1974

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Subject: Thomas J. Keenan, Memorandum in Lieu of Fitness Report COMMENTS BY REVIEWING OFFICIAL:

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from his upcoming war colle	ge stint.		
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David A. Phillips, Chief, LA Division

14 Jaweny 1975

I certify that I have seen all entries in all sections of this report.

Copy sent to subject via HJKS-1120, 15 Jan 1975

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ECTION B		RFORMANCE EVALUATION			
- Unsatistactory	Performance is unat eptable. A rat	ting in this category requires immedia	Indiames addisor ban at	action. The natu	re of the o
	as broboted in gestion C	ther training, to placing an probation,		4 . 5	`* - * ₂ > * * .
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Proficient	Parformance is satisfactory Desired	results are being produced in the in	onner expected.		apolitical
Strong Outstanding	Performance is characterized by eac Performance is an exceptional in rela	teptional proficiency.	la composition to the mod	المراجعة ال المراجعة المراجعة ال	و المستوان
	work as to warrant special recognit	ion		Community the Division	rs oong aa
Single of Market		SPECIFIC DUTIES			
forms EACH, specifi	ost important specific duties performed in duty. Consider ONLY effectiveness in the lindicate number of employees super	performance of that duty. All amploye	ins with supervisory respo	he monner in whi naibilities MUST I	be roted on
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					LETTI
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into occount every	thing about the amployee which influer, lab: cooperativeness, pertinent persons informance during the rating period, pl performance.	of terilla in a hobits and innestration limited	Come of the same of the same		S
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SECTION C	NAPPATIVE CO.	
Indicate should and at any	NARRATIVE COA	
monogerial or supervisors dutter	of work performance. Give recommendations for a retings green in Section 8-to provide best basis and cost consciousness in the use of "performing", up Section C; attach a separate sheet of paper.	AMENIS In proper perspective their relationship to averall performance. State fracting. Communical feetings language competence, if required feet for determining future personnel action. Manner of performance come, equipment and funds, must be commented on it applicable.
This report is oc	casioned by Subject's early	departure before end of tou
which he has been he	ld by Has and, when the prope	That fact alone attests the esterm in
expressed once again	by the rater.	ande and summer was made, disc
crack at that level	completed his first two ye	are as a DCOS and this was his first
course it is based on	abilities and experience de	are as a DCOS and this was his first e of late has been rapid, although of veloped and polished in the course of
	Land Ity COMITIES	Inche have all hoon change to
Latin environment so	the will be for hi	
	and in its managerially soun	m a completely new world. This will be d as well for the Station to which he
As DEOS S	ubject has shown a high order	r of operational soundness, administre
Without hesitation ho	a conscientiousness about his	of operational soundness, administre work that permitted COS to delegate
activity	for him	irea or even whole sections of Station
who thinks things thro		to supervise. Subject is a prudent man the pros and come carefully, is quite
promptly His indisper	sible attribute in this	and them acts
		m on the conservative side, is
handled as well, alway	s within his understanding of	f what the COS would want done if he
were here.		since cos would wante done if he
dealing with younger c	bject has the right combinat	ion of patience and firmness when
	To be	off and running. He encourages their
SECTION D	CERTIFICATION AND CO	DAMENTS /CONTANUED/
the second of the second of the second of	BY EMPLOYEE	
	IFY THAT I HAVE SEEN SECTIONS A, I	B, AND C OF THIS REPORT
o/a 10 Sep 1973	/s/ Thomas J. Keenan	
ONTHS EMPLOYEE HAR DEEN	BY SUPERVISOR	
MARGEN SAN SEVOLUS ENTHON	IF THIS REPORT HAS NOT BEEN SHOWN T	O EMPLOYEE GIVE EXPLANATION
15		
Not Dated	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
o/a 10 Sep 1973		
	Chief of Station BY REVIEWING OFFICE	/s/ Richard S. Welch
MMENTO OF REVIEWING OFFICIA	Land to the second seco	
There is little more t	hat can be added to this elo	quent report; Mr. Keenan's excep-
tive busy station ha	nd abilities and his fine pe	riormance as DOOS unusually
ficer has stated that	Mr. Kannada present assign	ment as cos The rating
ever, all that he has	achieved he has worked very	occil rapid and this is title
pite the fact he has	a youthful face and a somewh	hard for and certainly earned; and it boyish manner, he is not all that
ng in years, so the p	resent grade and position are	nt boyish manner, he is not all that hardly inconsistent with his age.
tinue to progress up 1	he managerial tadday as	hardly inconsistent with his age every reason to expect that he will middly the
the last three or four	years.	every reason to expect that he will initially the same pace we have seen
7.6	OFFICIAL TIFLE OF REVIEWING OFFICIAL	
	THE OF REVIEWING OFFICIAL	1
12. November 1973	Chief, WH	
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	TOM DETAINE	

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SECTION C continued....

aggressiveness but at the same time enlightens them on the virtue of looking over their shoulder at who may be after them as well as on the advantages of doing their homework first. Usually the upshot has proved him right.

In running his own cases, Subject is meticulous and very thorough, preparing himself for eventualities as well as maximum disseminable information. He has personally handled two difficult cases while here and has gotten what there was to

Subject, as noted before, has a cherry exterior that covers a deeply serious person within. His easy and forthwight manner has earned him friends in the community and in the larger society as well. All respect his judgment, his seriousness about his work and the issues of our time, and his eminently decent family life. All of these qualities should go far to make his upcoming tour as a COS a success. We wish him well and expect in future to hear only good about him and his work.

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ECTION A	ENERAL	026090	. 7. 19. 19 ₁₃
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Keenan, Thomas J.	i soci		
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Deputy Chief of Station	DDP/NII		
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	IZ. REPORTING PERIOD (FA		
STION B PERSONAL PERS	19 May 1972 -	31 October 1	972
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could sample from counsaling, to further training, to an proposed in Section C. Marginal Ferfaminate in deficient in some appears. The reason taken or recommended should be described. Proficient Ferfaminate in satisfactory. Desired results are being forcemance in characterised by exceptional proficiency. Performance in characterised by exceptional proficiency for the interest of the interest	for engines this rating should be produced in the manner expected. ncy. nts of the work and in comparison to	stated in Section C. and re	medial action
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supervisory responsibilities MUST be rated on their ability	or ONLY ellectiveness in perfo	rmance of that duty.	describes : All employe
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NO DESCRIPTION OF THE PARTY OF		position such as as	RATING
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SECTION C	NARRATIVE COMMENTS
ledicate significant strength a coveral performance. Seek any conference is the seek and in the light of tresponsibilities, what will wash and things considered officer, he looks This officer with all the peop as a result the good mind gettir a good mind gettir problem may be ber	or measurescent demonstrated in current position temping in proper perspective their relationship to gestions made for improvement of much performance. Give recommendations for training. Comments of the current position. Amplify or explain retings given in Section 8 to provide best recommendation. If only the control of the provide test recommendation in the comments of monogerial or supervisory deries and cost consciousness, except and funds, must be commented on if applicable. If early space is needed to complete est of pages. If or nearly a year now, his time level of responsibility. And for nearly two months cting COS during an interrognum which was made oasler at the time because of Subject's already acting well and the control of the control of the course of Subject's already acting well and the control of the co
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AND C'OF THIS REPORT
	SIGNATURE OF EMPLOYEE
20 October 1972	/s/ Thomas J. Keenan
MONTHS EMPLOYEE HAS BEEN	BY SUPERVISOR
20 October 1972	IF THIS REPORT HAS NOT SEEN SHOWN TO EMPLOYEE, GIVE SEPLENATION
PATER CONTRACTOR STATES	OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED HAME AND SIGNATURE
4	Chief of Station /s/ Richard S. Welch
CHMENTS OF REVIEWING OFFICIA	BY REVIEWING OFFICIAL
	concur in the comments and ratings given in the basic
	re is little to add to what has been said above or out this officer.
14	OFFICIAL TITLE OF REVIEWING OFFICIAL TEPED ON PRINTIPO NAME AND SIGNATURE
the second control of the second	CAN
13 November 1972	Deputy Chief, WH Division James E. Flannery

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Section C continued.....

of his decisions or analysis of the problem succinctly and tactfully.

Subject deserves the highest marks for his handling of several of the Station's problem cases.

where a light but firm touch is needed, this officer cannot have many equals.

Subject is, as would be expected, held in high regard by his LNFALL colleagues and also Ho is also (if the above does not say it) held in very high regard by the rater, who finds his advice on operational and political issues sound and finds him a person to whom any problem can be delegated in full confidence it will be handled fast and well. It is a pleasure to work with him.

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SECTION A		GENERAL	
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	Deputy Chief of Statio		
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ECTION B	BEAFAR	1 January 1972 -	18 May 1972
A-Morpinal Profesore Strong -Outstanding	Performance is deficient in some expects. The re- tisten or recommended should be described. Performance is solutionary. Desired results are be Performance, in characterized by exceptional pro Performance, is see exceptional in relation to requi- work as to warrant special recognition. SPE The most important specific duties performance.	ring produced in the manner experted. Reinney, remains of the work and in comparison to the p ICIFIC DUTIES	efformance of others doing similar
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SECTION C	NARRATIVE COMMENTS	
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The narrative 6074, 10 Jan 72 ways proven him and Deputy Chie be in charge for have every reand decigions w	statement in the last Fitness R b) is still largely valid. This self as a keen, mature operation of Station. Upon my departure or approximately six weeks until ason to believe that during this ill reflect credit on the Station enjoys the complete confidence	oport on Subject (HPL/ individual has in all s officer, supervisor (18 May 1972) he will the new COS arrives, period his actions
Station personn challenges which	el and is well-prepared to succes	sfully meet the
It has been a officer.	special pleasure knowing and ser	ving with such an
ECTION D	CERTIFICATION AND COMMENTS	
	BY EMPLOYEE	and distributions and the control of
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AND C.OF THIS	PEPORT
16 May 1972	/s/ Thomas J. Keenan	
	BY SUPERVISOR	ka Karana, esti 🗀 🧸
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16 May 1972	COS	
	BY REVIEWING OFFICIAL	The second second second second
HUENTS OF REVIEWING OFFICIA		
and followin	bove represents the COS end-of-tour i g fairly close on the heels of the provi	rating of Mr. Keenan,
it adds little	to the previous nairrative.	bus ittness report,
	the COS	
	cenan's normal function is to serve as	de facto chief of
operations a	nd office manager. With the COS! dep	arture in May. Mr
Keenan was	serving as Acting Chief of Station. Ho	maintained the
tempo of Sta	tion operations and activity under what	have been for

some time a rather Deputy Chief, WH Division James E. Flamery

13 November 1972

FITNESS REPORT, Reviewing Official's Comments - continued:

As probably is apparent from past fitness reports and other indicators. Mr. Keenan is considered one of the Division's officers who thus far has shown the drive and ability to move ahead of most of his age/class peers. His potential remains to be established.

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SECTION C.	NARRATIVE COMMENTS
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	estions made for improvement of work performance. Give recommendations for training, Comes will tequired for current position. Amptily or explain ratings given in Section B to provide best.
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Section C, orrock a separate die	TOUR TOI THE TUNES, must be commented on, it conticules, if agent agents and all as commented
	hree months Subject has been at the Station, he has
moved rapidly not	only to thoroughly acquaint himseli with his specific
responsibilities	but also with all aspects of the Station's activities.
His cquable nature	e, ability to deal successfully with people of all
descriptions and	dispositions and solid operational background make him
A most welcome mor	ber of the Station staff. As COS, I am particularly
grateful for bis	torutoo
Among his dutie	es is that of supervising closely the activities of
linior officers	which he does extremely well. Being one who readily.
commands respect	they readily seek him out for advise and consultation
and are learning	such under his masterly tutelage.
Gub took to a loo	den duder his masterly tutolage.
and to alter the are	coordinating Station efforts
and is aireary ach	ieving some positive results.
was na	de by another officer closely assisted and encouraged
by Subject. The la	.tter is new
With took had allo	
Subject name clo	arly demonstrated his managerial talent and acuity in
rue nandring of in	mds and other resources. I would predict a most
successivi tour of	duty for this fine officer and foresee marked
progress toward St	ation operational objectives as a result of his
presence.	
SECTION D	CERTIFICATION AND COMMENTS
Market Burner 1 (1988)	BY EMPLOYEE
COLUMN COLUMN TO THE	ERTIFY THAT I HAVE SEEN SECTIONS A. B. AND C OF THIS REPORT.
DAYE	SIGNATURE OF EMPLOYEE
7 January 1972	/s/ Thomas Keenan
	BY SUPERVISOR
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strong or better previous fitness lower ratings for received a well-d in comparison wit	representation and for improvement in the dependent of the format of the	correst position keeping in proper perspective their relationship to all work perspectives. Give recommendations for retaining. Comment on Amplify or oppositions given in Section B to provide best considered all managerial or supervisory duties and cast confictourness tended to complete cer has continued to give a uniformly by the rating period. Comments in his apply. He has received slightly ties in Section B only because he last year and now must be evaluated as can be seen from the rating, even ving a fine performance in comparison
ECTION D	BY EM	N AND COMMENTS
ATE	STONATURE OF EMPLOYEE	CTIONS A. B. AND C. OF THIS REPORT AND FOVIEWING OF LICIO. B. COMMON
12 April 1971	/s/ Thomas Kee	
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Continuation of Section C of Fitness Report on NIARCOS

I have no doubt this officer has additional growth potential. He has unusual drive and motivation; he shows imagination with good judgment. He combines this with a broad background of experience in FI, CI and operational support work and excellent tradecraft. He should guard against a tendency to be over-cautious, but is intelligent, ambitious, perceptive, and has all the attributes necessary to do a good job in his next assignment as DCOS at a station. This will give him an opportunity to show adaptability in a major supervisory position.

This officer has high personal standards. One of his strongest characteristics is his decisiveness and ability to organize his time, recognizing priorities and accomplishing his work quickly. He never misses a deadline. His work is thorough but cuts through verbiage to the essentials. He accepts responsibility well and once an assignment is made can be depended upon to take care of it without further follow-up by the supervisor. He is mature in his attitude toward JKLANCE and both he

is a proven case officer who is about to take on managerial responsibility; he has every qualification to do equally well in this field.

Continuation of Section D., Item 3. (Comments by Reviewing Official)

and correctly, has indicated as having some rather strong weaknesses. However, this comment should not be construed as indicating lack of aggressiveness in Subject. He is, in fact, very aggressive in developing operational contacts and in making recruitments. In sum, Subject is one of our best all-around officers with a great breadth of experience, a fine potential for growth, his harp intelligence coupled with unusual discipling. We shall miss him and his wife and are certain he will do well in his new post.

	FITN	ESS REPORT		<i>*</i> .		EPPLOTES SERIAL	. MARSE #
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Reviewed by OP/SPD/PPH

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SECTION C	NARRATIVE COMMENTS	p to
Indicate significant strengths overall performance. State sur on tricely a language competent basis for determining future per the use of personnel, space Section C, attach a separate secontribution to	or weaknesses demonstrated in current position keeping in proper perspective their relationship of the providence. Give recommendations for training. Committee the current position. Amplify or explain ratings given in Section B to provide best remonstrated for current position. Amplify or explain ratings given in Section B to provide best remonstrated for current position. Munner, of performance of managerial by approving duties and cost conscious requirement and funds, must be commented on, if applicable life for exact it provided to complete the province of proper. This officer continues to make an outstanding the Station. The narrative comments of the previous in the to apply to this employee who, despite the well-had not to apply to this employee who, despite the well-had not to apply to this employee who, despite the well-had not to apply to this employee who, despite the well-had maintained his drive and	ino
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His	reporting is exceptional, always timely and complete	
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SECTION D	CERTIFICATION AND COMMENTS	
1.	BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT	4.3
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positive probation A - Adequate Performer excellence	nce ranges from wholly inadequate remedial action. The nature of the , to reassignment or to separation nce means all requirements. It is a	action could range from Describe action taken intifely satisfactory and	or proposed is characteri	in further training, t in Section C: zed neither by defic	e placing o
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Ith supervisory responsibiling	irloras EACH spicific dury. Com Irlas MUST be reced on their abili	y soi suparviso (Indicate	number al em	ployees supervised).	HATING
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RCIPIC BUTY NO. 4 Agent Handling					RATING LETTER
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monce of opecific duties,	shout the assloyed which influence productivity, conduct on job; con	es his affectivaness in	nis current pe	ire or hubits, and	LETTER
	ts. Based on your knowledge of case corresponding to the statement				O

arction.c	NARRATIVE COMMENTS
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on foreign language compete	is or weaknesses demonstrated in current position keeping in proper perspective their relationshings extrans made for improvement of work performance. Give recommendations for training. Committee it required for current position. Amplify or explain rations of
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Section C. attach a spec	ugge stigns made for improvement of more paricomance. Give recommendations los training. Commerce, it required for current position. Amplify operations ratings given in Section B to crovide beserved action. Happered performance of managedial or apparel from these and cost conscious stages of apparel from the conscious stages of apparel.
It is o	To complete
Always a stron	pleasure to write a Fitness Report on this officer.
prove during	ng performer, Subject has continued to mature and im- he reporting period. Early in the year he took over operational support team for several
the Ctotic	he reporting period. Early in the year he took
and Station B	operational support team for several months, handling
rnem extremely	well, while developing a new team on the outside. In
oura no sasume	d primary responsibility for the Station's new REDTOP
program and ha	s done an outstanding tob of board on B new REDTOP
activities her	s done an outstanding job, of keeping abreast of REDTOP
despite a seri	e and exploiting those opportunities which have occurr
tinuing to dir	pot the Bane time he is on
and still	found time to dovelop another particularly important
new	un to the stant another particularly important
tasks raffact	the Grant Thomas Thomas Thomas
18 giving an o	erall outstanding performance.
Subjectie	obtaining performance.
dynamics and a	strengtus are good judgement, enthugledte
handle them end	ability to grasp the major elements of any task and
mand chem dul	ckly and intelligently. He is personable and mixes
well. Luring t	he year he has made excellent progress in expanding
his contacts th	roughout and solecting and
developing thos	e that can be oruse to the Station.
	- 000 000
CTION D	CERTIFICATION OF CO
	CERTIFICATION AND COMMENTS BY EMPLOYEE
	CERTIFY THAT I HAVE SEEN SECTIONS A; B, AND C'OF THIS REPORT.
	SIGNATURE OF EMPLOYEE
4 Feb. 1969	/s/ Thomas J. Keenan
	Thomas J. Reenan
HTHS EMPLOYEE HAS BEEN DER MY SUPERVISION	BY SUPERVISOR
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	OFFICIAL TITLE OF SUPERVISOR TYPED ON PRINTED NAME AND SIGNATURE
Feb. 1969	
Feb. 1969	Ops Officer, DCOS /5/ Wallace A. Mills
MENTS OF REVIEWING DEFICIA	the state of the s
MENTENING OFFICIA	the same of the first that the same of the
COS Tully conc	urs with above appraisal. Subject definitely falls
to the category o	I potential Chief of Station material. He has un-
mmon operational	judgment, broad professional experience, a keen sense
priorities, hand	les people well and combines the unusual traits of
ing well liked ve	t firm Bevoted to bis in the unusual traits of
diminishing his	t firm. Devoted to his job he works long hours with- efficiency. Although respectful to his superiors he
decisive An ex	atthough respectful to his superiors he
AH OX	bollone lamily man ne has no bad habits
bromotion to GS-	14 in the next cycle in the belief that men of sub-
r a aprility and b	otential should be brought along rapidly. He will be
and the second second	
eb. 1969	Chief of Station Tung
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Continuation of Fitness Report - Section C.....

Subject accepts new responsibilities readily; he shows initiative and has imagination; he displays reasonable cost-consciousness, and reacts well to supervision. Above all, Subject is energetic, recognizes priorities, and gets things done.

Continuation of Fitness Report - Comments by Reviewing Official

he is progressing with our other outstanding officers in the same age group.

CONTROL DESCRIPTION

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SECTION C	HARRATIVE COMMEN	15
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Annex to Fitness Report

Section C. contimued

This employee has a cheerful disposition and gets along well with his colleagues. His villingness to help out others certainly contributes to the smooth functioning and pleasant atmosphere at the Station. The only criticism, and a minor one indeed is that this employee with the many positive assets he has could be more forceful in the field of developing new assets of operational interest to the Station.

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	FITNESS REPORT			h		OPO
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This officer's duties remained the same as during the previous rating period and he has continued to discharge with the same high degree of effectiveness, industriousness and cheerful house, low that he has been under my supervision for 16 months, I find my first impressions - reflected in last year's fitness report - confirmed to the effect that subject is a strong officer possessing all the necessary qualifications for exceptional growth potential.

In dealing with Branch personnel, who often are senior to him in grade, age and experience, subject conducted himself with great tact and discretion, yet with sufficient firmness to achieve the desired results. In reviewing the FI projects of the Division he has demonstrated that he has a good sense for values, an appreciation of counterintelligence and security factors and a proper degree of cost consciousness.

Subject did an excellent job at the staff level and has kept well on top of a very heavy paper flow. He is well-disciplined in his personal and working habits without losing his sense of humor, inquisitiveness and enthusiasm. All in all, a very fine fellow to have next to you.

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SECTION C

HARRATIVE COMMENTS

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Mr. Keenan has been only a month on the job buth has woitched in so vigorously that he has made a more definite impression than would ordinarily be given one in a month's time. The work here and the cases he has been dealing with are unfamiliar to him but I have found him searching questions, and fast at absorbing the key elements of a case and defining the "problem" from reading of a case

he has been dealing with are unramiliar to him but I have found him very quick to absorb a briefing, able to ask the right and most searching questions, and fast at absorbing the key elements of a case and defining the "problem" from reading of a case file.

He is in the process of learning his present job but he islearning quickly and I have developed a feeling of confidence in passing things to him to "look at" or to do. I have not seen enough of his writing to make a judgment of his analytical ability or of the clarity with which he can put ideas forward.

He has a good manner, is energetic, responsive, and bright, and his attitude is thoughtful and perceptive. I would assume that he would be a year or so in his present position and his assignment after qualities and interest

to work against our hard and serious targets: the soviet and their collaborators of the bloc, and I suggest his future be pointed in that direction. He can learn a great deal about work against these targets in his current position.

SECTION D	CERTIFICATION AND COM	IFNTS	
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SECTION C

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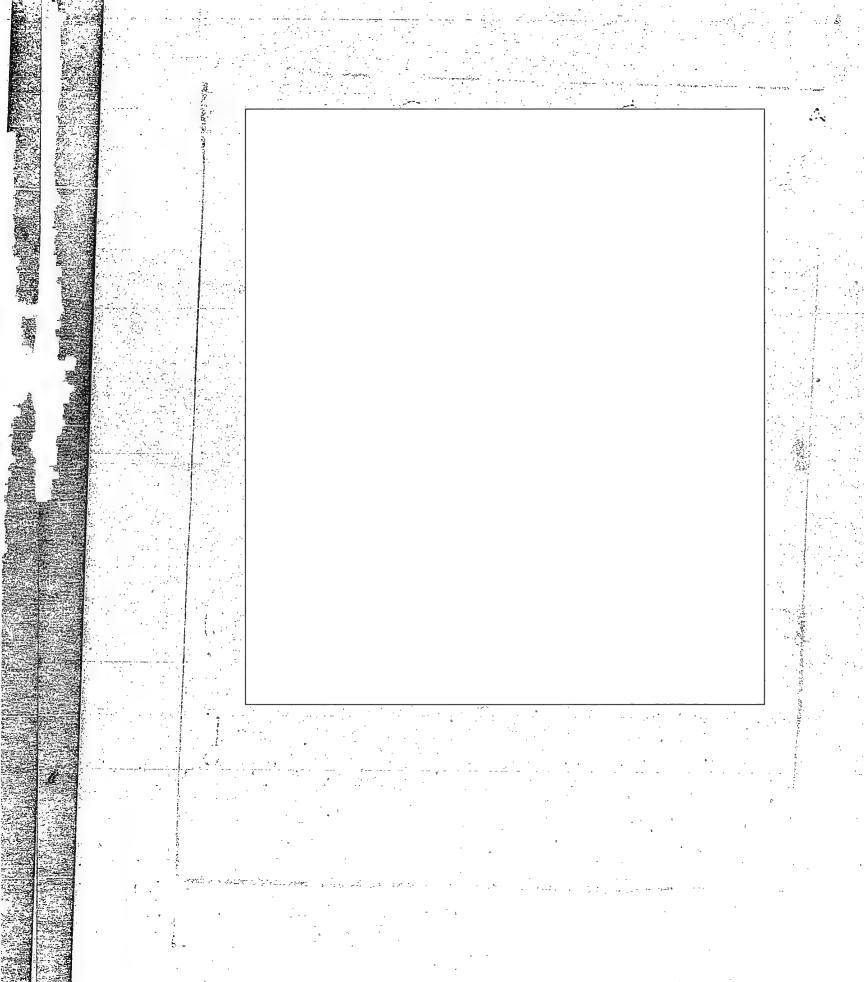
Subject's duties and responsibilities as an Operations Officer are characterized by managerial and supervisory responsibility for several important operations. Although subject's grade (GS-10) is considerably below that of all other Station Operations Officers, it is noted that his duties, responsibilities and authority are comparable to those possessed by officers with two to four grades higher rank.

Subject is a mature, competent, conscientious and thoroughly dependable officer who always performs his assignments in an excellent manner and willingly assumes responsibilities which are usually associated with officers of higher rank.

Subject does not have any significant weaknesses. His command of the Spanish language is entirely adequate for most operational needs and is continually improving.

Based on subject's personal qualifications, his past performance and his very weighty and important operational responsibilities, it is strongly and urgently recommended that subject be promoted to at least GS-11 and that

SECTION D	CERTIFICATION AND COM	ENTS.
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15 Nov 62	/S/ Thomas J. Keenan	
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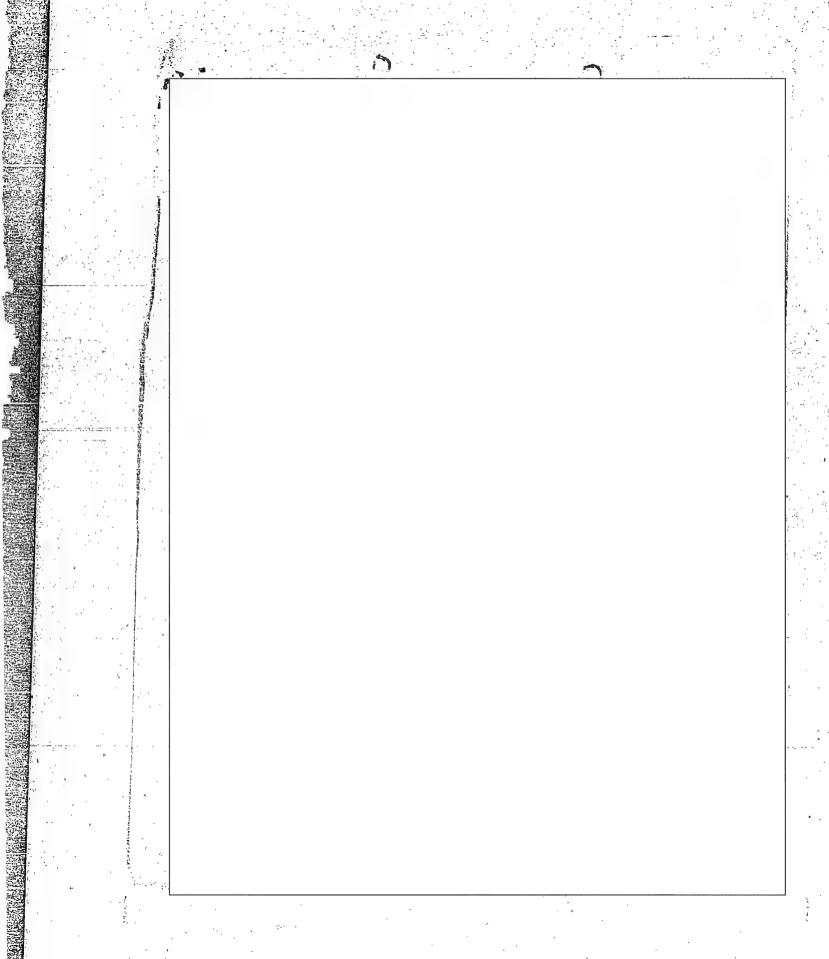
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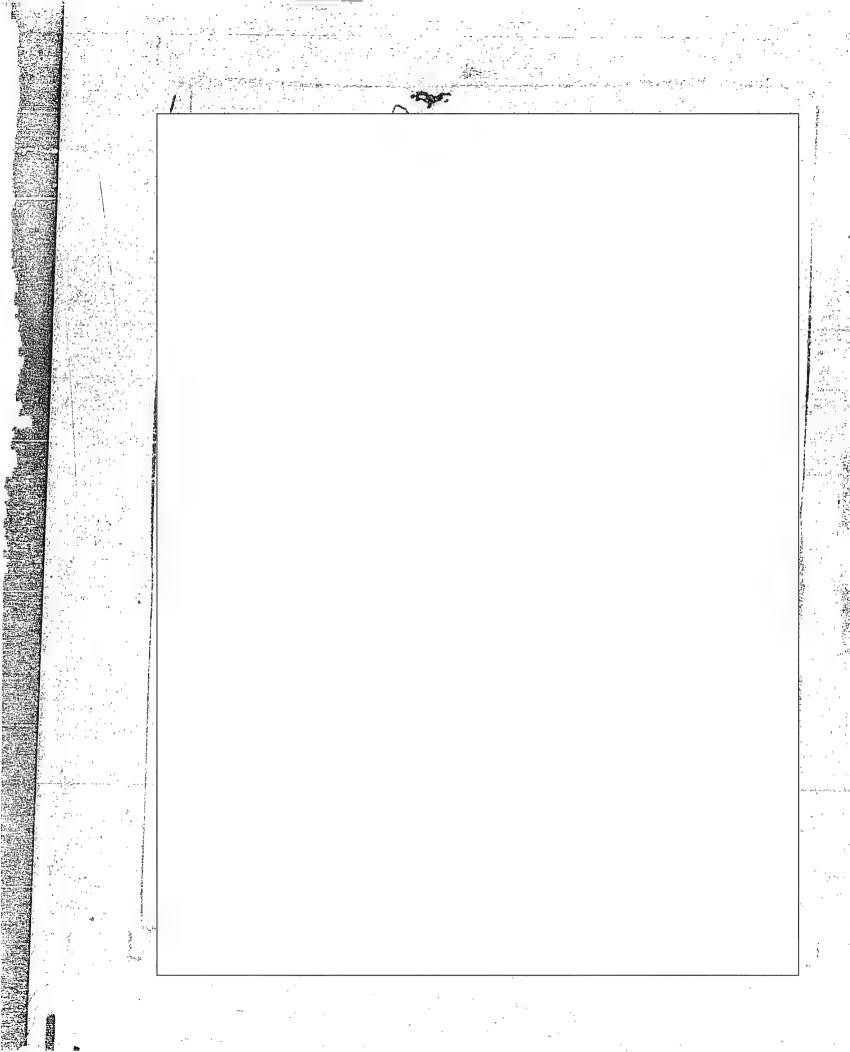
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Office Memorandum . United STATES GOVERNMENT.

To | Director of Personnel

DATE: 3 MAR 1989

FROM : Director of Training

suspect: Summary of JOT Career of Thomas J. Keenan

1. Statement of Transfer

Junior Officer Trainee Thomas J. Keenan has been reassigned from the T/O of the JOT Pregram to the T/O of the Division effective 25 January 1959. Following is a summary of the accomplishments of Mr. Keenan while he was a Junior Officer Trainee.

2. Basis for Selection by JOTP

Reenan came to the Agency on the JOT Program at OS-7 on 20 May 1957. He received his B.A. in History from Marquette in 1953. He spent four years in the Navy as a Lieutenant. He was a Commo officer, having supervision of thirty men. His high motivation - he turned down an 18 month training program with IBM - coupled with his fine personal attributes, made him appear to be a good JOT candidate.

3. Formal Training

After EOD Keenan attended IOC from 27 May to 21 June 1957, receiving two Excellent evaluations. From 2h to 28 June he was on interim assignment in FBID. He attended ITC from 1 to 28 July where he earned three Excellent grades. From 28 July to ?3 August he was assigned on an interim basis to he from 26 August to 27 September he was registered in a special TSS course. He gained good ratings. After an interim assignment to the CI Staff for one month Keenan was attached for on-the-desk training to NK/1 on 8 January 1958. In March he entered the Operations Course, where he continued until 7 June. In factory grades.

4. On-the-Deak Training

Chetie-desk training for Keenan in Will was largely as assistant to the desk CE and FI Officer. In January 1959 he took over as Chief of the Costa Rican desk.

5. Evaluation of the Subject's Training

Keenan's evaluations in formal training have been uniforaly commendatory. The ITC instructors found that "although he was a bit slow in adjusting to the requirements of the course, during the last two weeks he showed definite progress...his final briefing was excellent...pleasant young man, interested and cooperative...gives promise of being a sound intelligence officer". In the CC his work was good - "performance was highly satisfactory...in face-to-face practical exercises he was effective...acquired a highly satisfactory understanding of the various kinds of Agency operations, revealing a particularly thorough knowledge of CI concepts and methods".

On the desk he proved to be "intelligent, alert, conscientious...enthusiastic and imaginative...gets on well with his co-workers and takes a healthy point of view toward his assignments. His motivation is high."

6. JOTP Opinion of the subject.

Keenan has always made a good impression. He has worked diligently, has made for the smooth operation of the Program, and has received commendation from his supervisors on the desk. It will be very surprising if Keenan does not prove to be a solid, effective officer who will make good progress in the Clandestine Services.

Matthew Baird

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Subject is at present highly motivated and will undoubtedly remain so if he is given challenging work to do. He is equipped intellectually and emotionally to do fine work if his motivation remains. His potential for a good Agency career is high.

SECTION H.

FUTURE, PLANS

RINING OR OTHER DEVELOPMENTAL EXPERIENCE PLANED FOR THE INDIVIOUS

Subject is at present attached to M/3 for on-the-desk training for approximately a year prior to an overseas tours

2. NOTE OTHER FACTORS, INCLUDING PERSONAL CIRCUMSTANCES, TO DE TAKEN INTO ACCOUNT IN INDIVIDUAL'S FUTURE ASSIGNMENTS

SECTION 1.

DESCRIPTION OF INDIVIDUAL

DIRECTIONS: This section is provided as an aid to describing the individual as you see his on the job, Interpret the words literally. On the page below are a series of statements that apply in some degree to must people. To the left of each statement is a box under the heading "category." Read each statement and insect in the box the category number which heat tells how much the statement applies to the person covered by this report.

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TRAINING REPORT

OFFICE OF TRAINING

PUNCTIONAL TRAINING DIVISION

This certifies that Thomas J. Keenan (0000	(i) has
completed the two day Equal Employment Opportunity	(EEO) Seminar
for Supervisors held 28 - 29 March 1977	. At the
conclusion of this two-day session, each participan	
able to describe the following:	

- a) The EEO Program and reasons for its existence;
- b) A supervisor's responsibility in implementing the program;
- c) The procedures for processing EEO complaints;
- d) The Agency's past record and the Agency's Affirmative Action Plans; and
- e) The significance of Upward Mobility, Federal Women's, and Hispanic Programs in the overall EEO Program.

FOR THE DIRECTOR OF TPAINING:

Course Administrator

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Please add my thanks to Mr. Keenan for a job well done.



DEPARTMENT OF THE ARMY US ARMY WAR COLLEGE CARLIBLE SHRACKS, PENNSYLVANIA 17013

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Office of the Commandant

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Mr. George Bush Director Central Intelligence Agency Washington, DC 20505

Dear Mr. Bush:

I am pleased to report that Mr. Keenan, Central Intelligence Agency Civilian, was among those who successfully completed the course of instruction at the US Army War College during Academic Year 1976 and was awarded a diploma.

This report is my evaluation of Mr. Thomas J. Keenan during his attendance at the US Army War College from 4 August 1975 to 7 June 1976. Attendance at the US Army War College is based on a highly selective process, and only a very small percentage of all those eligible is chosen. The evaluations herein are made in relation to this outstanding group of individuals. No attempt is made to distinguish between graduates on a rank order basis.

Mr. Keenan was one of eight civilians (three from the foreign affairs community) in a class of 227. This total includes 187 Army, 16 Air. Force, ten Navy, and six Marine officers of colonel or lieutenant colonel or equivalent Navy rank.

In a class structure such as that outlined above, the task of the civilian student at the USAWC is an especially challenging one. Working in an area outside his normal milieu, his was a dual responsibility. On the one hand, he had to acquaint himself in considerable detail with the military aspects of national security with which, in most instances, he has had relatively little, if any, previous experience. To accomplish this requirement, he did extensive background research in the areas of military policy, military atrategy, and defense management to keep abreast of his professional military colleagues. On the other hand, his foreign policy expertise was in heavy demand by his military colleagues. In consequence, his contribution to various international relations aspects of seminar group efforts tended to be disproportionately large. Moreover, as the sole civilian voice in a seminar group of fourteen highly experienced military officers, he also ensured that adequate weight was given

Office of the Commandant

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to civilian viewpoints in the group's discussions. Much, therefore, depended on his ability to develop rapport with his military colleagues and on his intelligence, knowledge, skill and persuasiveness. In a very real sense he was a teacher as well as a student.

Among the objectives of the curriculum is enhancing the competence of selected officers to assume command and leadership responsibilities and to function in key staff assignments in major Army, joint, and combined headquarters and in planning and policymaking positions at the seat of government. To achieve this and related objectives, the curriculum consists of three major segments: The Common Overview, the Electives Phase, and the Military Studies Program. The Common Overview segment includes four courses: The United States and the World Environment, Command and Management, Strategic Military Studies, and the Military Strategy Seminar. In the Elective Phase, students take at least four elective courses out of an offering of 54 courses. The large number of selections provides an opportunity for students to tailor the curriculum to meet professional needs. Participation in the Military Studies Program is optional and can be substituted for one or more electives, depending on the scope of the research subject selected. In addition, the ten-month curriculum includes voluntary programs and field trips.

Nr. Keenan acted as assistant seminar group chairman in the core curriculum course entitled, "The United States and the World Environment." He and one other student edited the final seminar report, and he wrote that part of the report dealing with US policies in the Western Hemisphere, including an excellent treatment of the Panama Canal negotiations. Mr. Keenan was also assistant seminar group chairman during the "Strategic Military Studies" course, and again his facile pen was put to good use on the editorial subgroup. His calm, steadying approach to issues won the respect of his military colleagues, and his extensive knowledge of Latin America was particularly valuable to the group's deliberations. In the "Military Strategy Seminar," Mr. Keenan proved himself an excellent student of strategy and an articulate, well-prepared debater in the seminar discussions.

In the electives phase Mr. Keenan took four courses (the required number): "The Power Potential of Developing Nations," "Contemporary Issues in US Foreign Policy," "Strategic Issues of World War II," and "Third World: Dynamics of Social Change"; he nudited "Latin America: Power Structures and the Current Scene." Mr. Keenan prepared carefully for his elective courses and contributed his views in a concise, orderly manner.

Since the vast majority of the Army War College student body live together on the post, a very important part of the overall War College experience is the social and extracurricular interaction which takes place outside the lecture hall and the seminar rooms. Some civilian students at the Army War College need considerable time to adjust to the military subculture, but Mr. Keenan enjoyed a relaxed camaraderic with his military collegues.

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Office of the Commandant Mr. George Bush

from the beginning. Somewhat quiet and reticent by nature, Mr. Keenan nonetheless was enthusiastic about the College's many offerings in his own low-keyed way. This soft-spoken demeanor masked a tough competitor, whether it was in seminar discussions or on the tennis courts, where he was a member of the Army War College team. Clearly, he was popular with his classmates and respected by them for his professional attainments and his personal qualities.

In the Army War College classes with which I have been personally familiar, Mr. Keenan is the first of his agency's representatives who had regional, as contrasted with functional, expertise. Mr. Keenan's thorough knowledge of Latin America made him a valued member of the class and a distinct contributor.

Mr. Keenan's demonstrated capacity to work effectively and cooperatively with officers of the military services and other civilian agencies would, I hope, be factored into the consideration of his onward assignments.

A statement specifically regarding estimated "general officer or equivalent civilian supergrade" potential has been intentionally omitted from this and all AY 76 reports. The evaluation system for USANC students is designed principally to portray the student's aptitudes, capabilities, accomplishments, and progress within an academic environment. This does not provide an adequate basis for rendering a finite evaluation on general officer or equivalent potential, although it does not preclude making tentative judgments as to the abilities of the "whole man."

Sincerely,

DeWITT C. SHITH, JR Major General, USA

Commandant



DEPARTMENT OF THE ARMY US ARMY WAR COULEGE CARLISLE BARRACKS, PENNSYLVANIA 17015

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Office of the Commandant

2 S JUN 79

Mr. George Bush Director Central Intelligence Agency Washington, DC 20505

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Office of the Commandant Mr. George Bush

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In the Army War College classes with which I have been personally familiar, Mr. Keenan is the first of his agency's representatives who had regional, as contrasted with functional, expertise. Mr. Keenan's thorough knowledge of Latin America made him a valued member of the class and a distinct contributor.

Mr. Keenan's demonstrated capacity to work effectively and cooperatively with officers of the military services and other civilian agencies would, I hope, be factored into the consideration of his onward assignments.

A statement specifically regarding estimated "general officer or equivalent civilian supergrade" potential has been intentionally omitted from this and all AY 76 reports. The evaluation system for USAWC students is designed principally to portray the student's aptitudes, capabilities, accomplishments, and progress within an academic environment. This does not provide an adequate basis for rendering a finite evaluation on general officer or equivalent potential, although it does not preclude making tentative judgments as to the abilities of the "whole man."

Sincerely,

DeWITT C. SHITH, JR Hajor General, USA

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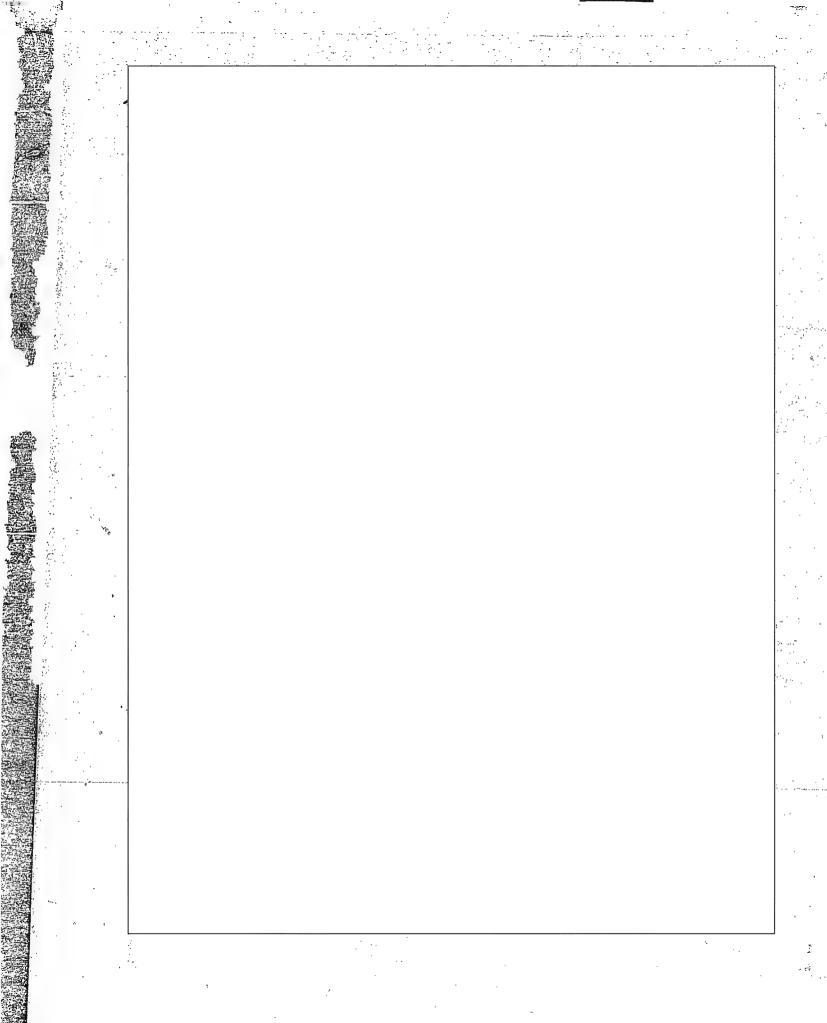
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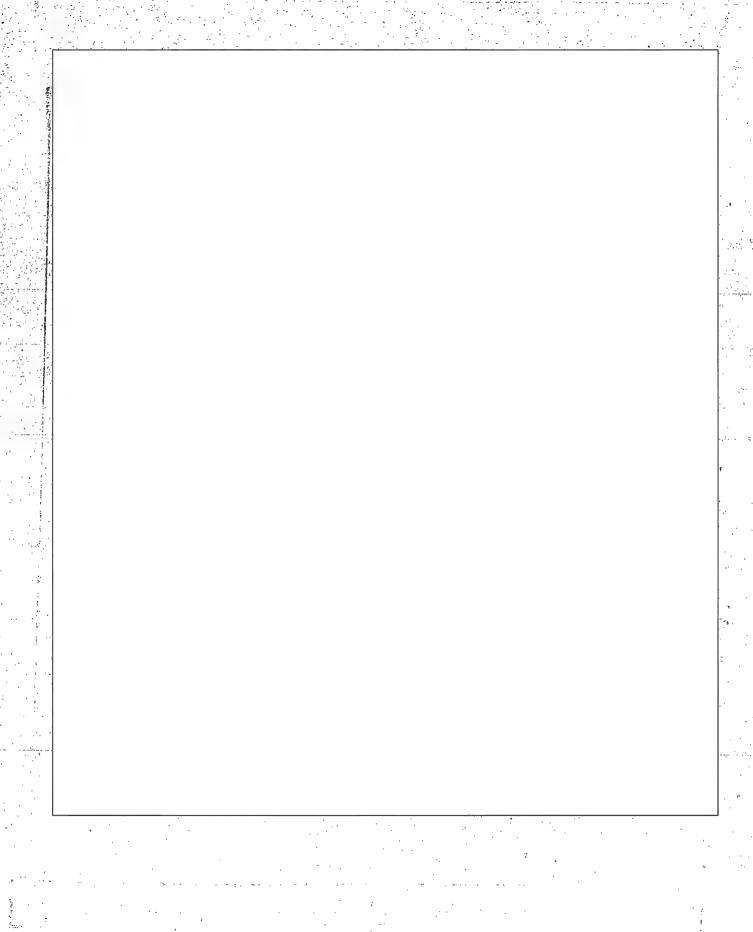
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SECRET Page 154 FULL ADDRESS FULL ADDRESS Mr. Keenan is TDY in the Washington, D. C. Aren between tours. He is presently staying at the Holiday Inn at Tysons Corner Voting registration 10/3/43 APPROVED DEPUTY DIRECTOR BATE IV. HONE LEAVE POINT AMONG THE PLACES YOU MAY REQUEST AS A HOME LEAVE POINT ARE! YOUR PERMANENT PLACE OF RESIDENCE SHOWN ABOVE, HEADQUARTERS AREA, AND WHERE YOUR CHILDREN, PARENTS, IN-LAW, BROTHERS, SISTERS, BROTHERS-IN-LAW, OR SISTERS-IN-LAW RESIDE. YOU MAY REQUEST FOR APPROVAL SOME OTHER POINT SUBJECT TO THE PROVISIONS OF HR 20-30813) (C). THE REQUEST MUST BE ACCOMPANIED BY A MEMORANDUM EXPLAINING THE . DESIGNATION PER ITEM 7 AGOVE 10. DESCONATION PER LIEM & ADOVE. FULL: ADDRESS FULL ADDRESS Visconsin CONCUR RELATIONSHIP OF RELATIVE AT HOME LEAVE POINT DEPUTY DIRECTOR DATE FATHER AND MOTHER APPROVED APPROVED DIRECTOR OF PERSONNEL DATE EMPLOYEE CERTIFICATION I have read and understand my service obligations and travel entitlements as described in this agreement. SIGNATURE OF EMPERYEE DATE Janes SECRET

D DCOS GS-14 ***Thomas J. Keonan 1 Eeb 1973 Richard S. Wolch 1 Feb 1973 ***Thomas J. Keonan 1 Eeb 1973 Richard S. Wolch 1 Feb 1973 ***Space of the property 1973 RPLT-6460 1 Feb 1973 Recommendation of the property 1974 1 Feb 1973 ***Debruary 1973 RPLT-6460 1 Feb 1974 1 Feb 1974 1 Feb 1973 ***Debruary 1973 RPLT-6460 1 Feb 1974 1 Feb 1974 1 Feb 1973 1 Feb 1974 1 Feb 19	20,50	00	ELD REASSIGNMENT	FADOLARTEDS MAN ASSA	4.4	Hart <u>i</u> Portu
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TRAINING REPORT

Chiefs of Station Seminar No. 3-71

Participant: Keenan, Thomas

Office: WH

Grade : 14

COURSE OBJECTIVES, CONTENT AND METHODS

The purpose of the COS Seminar is to assist newly designated Chiefs of Station, Deputy Chiefs of Station and Chiefs of Base to prepare themselves for their field assignment.

The Seminar is conducted as a series of open discussions with senior officers drawn from the offices, staffs and operating elements of all Directorates of the Agency. The intent is to provoke an exchange of views and sharing of experiences as well as to provide information on current policies, procedures, services and operational goals.

A folder of selected reading material is provided to each pariticpant in advance of the Seminar, which is designated as related reading in preparation for specific sessions in the schedule.

ACHIEVEMENT RECORD

This is a certificate of attendance. No further assessment of individual capacity or performance is made in this course.

FOR THE DIRECTOR OF TRAINING.

6 JUL 1971

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demonstrated considerable planning and leadership ability which the station has tried to develop by placing him in charge of Soviet and Bloc operations and using him as our informal Chief of Ops. His excellent judgement and professionalism has already earned him the respect and confidence of his colleagues as well as that of COS who values subject's advice greatly.

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ELECTION, DECLINATION, OR WAIVER OF LIFE INSURANCE COVERAGE FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

TO COMPLETE THIS FORM-

FOLLOW THESE GENERAL INSTRUCTIONS:

Read the back of the "Duplicate" carefully be Fill in BOTH COPIES of the form. Type or use in Do not detach any part.	elore you fill in the form; nk.
FILL IN THE IDENTIFYING INFORMATION BELOW	(please print or type):
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EMPLOYING DEPARTMENT OR AGENCY	LOCATION (City, State, ZIP Code)
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ILPORTANT

Central Processing Franch has been charged with responsibility (CFF 20-6-1 dated October 1961) for ensuring that all employees processing PC, to the field have reviewed the field version of the Exployee Conduct Handbook. You will not be checked out for your proposed travel until you sign the followin statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

REMORANDUL OF UNDERSTANDING

I hereby acknowledge, that I have read and understand the contents of Field Randbook 22-h, Employee Conduct, dated 30 July 1962.

COTIDE TILL

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ADE MISTARILE - BITERNAL USE ONLY

27 May 1966.

MEMORANDUM FOR: Mr. Thomas J. Keenan

THROUGH : Chief, WH Division

THROUGH : Deputy Director for Plans

SUBJECT : Certificate of Merit

1. The Honor and Merit Awards Board is pleased to notify you that the award named above will be conferred on you in recognition of the excellent service you have rendered this Agency. Security considerations relevant to the award are explained in the attached memorandum from the Office of Security.

- 2. The award will be presented to you at a ceremony to be held in the near future. Members of your family Agency associates, and intimate friends who are aware of your Agency affiliation may attend the ceremony, although space may limit the number of guests to be invited.
- 3. A list of guests whom you would like to have attend the presentation ceremony and an indication of any specific time when you could not be present at such a ceremony should be forwarded through your Deputy Director to the Secretariat, Honor and Merit Awards Board, Office of Personnel.

ROBERT M. GAYNOR Recorder Honor and Merit Awards Board

Distribution

Orig - Addressee

1 - C/WH

1 D/Pers Render Chrono/OPF

I - Sec't, HMAB.

1 - Recorder, HMAB

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MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Handbook 2014, Employee Conduct, dated 7 October 1963, and the information brochure for PCS returnees, dated May 1964.

Signiture

TOHAS J. KEE

CONFIDENTIAL (When Filled In)

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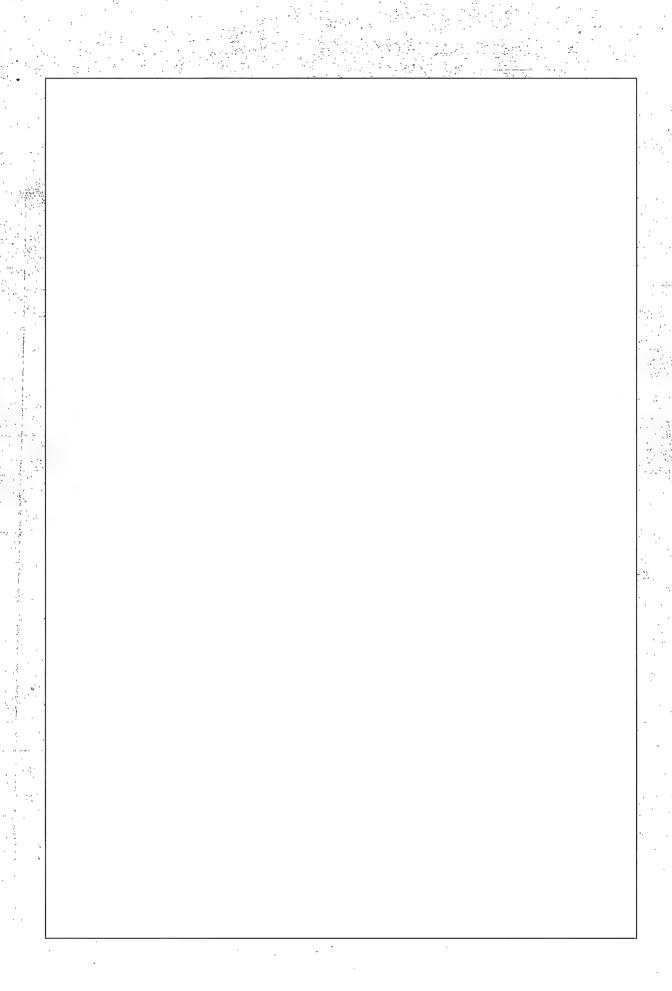
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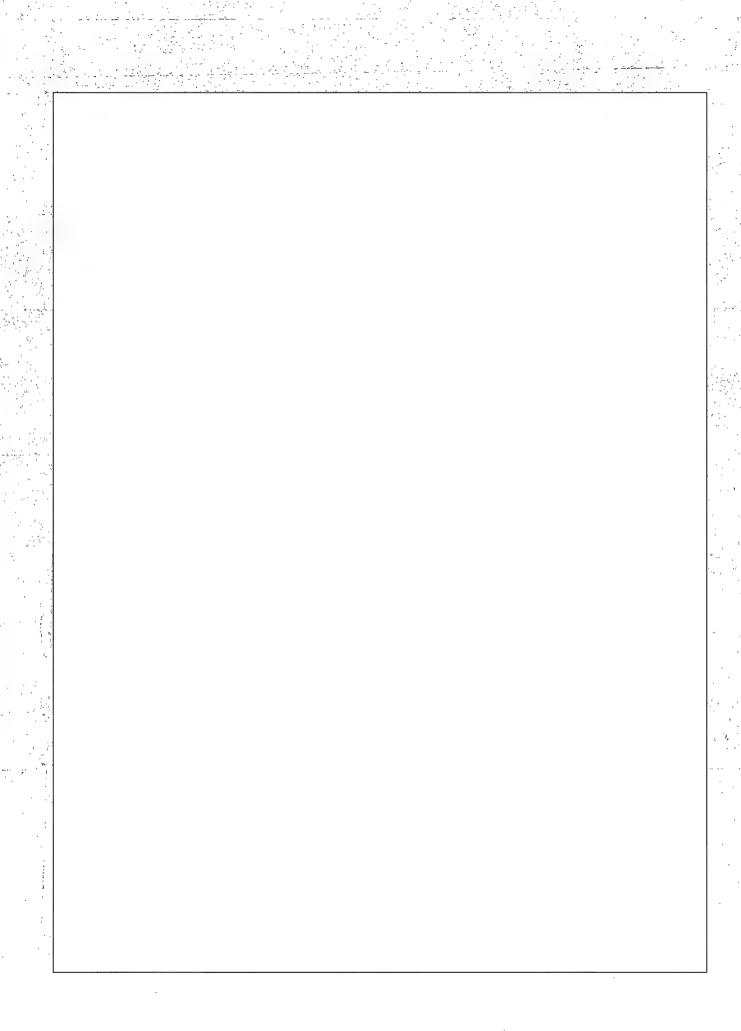
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-CONTINUATION OF PART II-LANGUAGE ELEMENTS SECTION D. Sproking (43) I SPEAK CLEEN - AND ACCURATELY IN ALL PRACTICAL AND SOCIAL SITUATIONS! I CONVERSE PRESLY AND ADDIDMATICALLY IN ALL FUELS WITH MILES IN MARKET AND ADDIDMATICALLY E SPERT TOTAL AND ACCURATELY IN NEARLY ALL PRACTICAL AND SOCIAL SITUATIONS: I CAN CONVERSE IN MOST FIELDS BETT MICE & TO FAMILIAR AND FEWERS SOME POPULAR SAVINGS; LATERAL DUCTATIONS, AND COMMON PROVENSE. 3. I GET ALONG SEETS WELL IN STRUSTIONS OF DATES LIVE AND TRAVEL AND CAN CONDUCT BOUTSHE BUSINESS IN PARTICULAR FIFIDS 4. I MANAGE TO GET ALONG IN THE MOST COMMON SITUATIONS OF DALLY LIFE AND TRAVEL. 3. I HAVE NO ABELITY TO USE THE LANGUAGE IN ANY OF THE ABOVE RESPECTS. SECTION E. Universtanding (44) L'UNDESTINE NEW TECHNICAL CONVERSATION ON ALL SUBJECTS: DOTH FACE-TO-FACE AND ON THE PELEPHONE! I UNDERSTAND MEARLY EXTENDING & MEAR ON THE MADIO AND AT THE MOVIES, PLAYS, AND LECTURES. I UNDISSTAND NEW TECHNICAL CONVERSATION ON REARLY ALL SUBJECTS, BOTH FACE TO FACE AND ON THE TELEPHONE: I INDIRECTAND WEST OF MAIN I. HEAD ON THE BADIO AND AT THE MOVIES PLAYS, AND LECTURES, INCLUDING MOST JOFFE AND PURS. I UNDERSTAND NEEVLY ALL CONVERSATION ON TOPICS OF DAILY LIFE AND TRYVEL, BOTH FACT TO FACE AND DIVINE TELE. I UNDERSTAND THE SIMPLEST CONVERGATION, BOTH FACE-TO-FACE AND ON THE PELEPHONES I UNDERSTAND BOME OF SHAT E. I AM NOT REE TO UNDERSTAND THE SPUREN SANGUAGE. BEFORE CONTINUING - CHECK PART II TO ENSURE THAT YOU HAVE CIRCLED CHE NUMBER PER SECTION. PART III-EXPERIENCE AS TRANSLATOR OR INTERPRETER (85) 1. I HAVE MAD EXPENSED AS A PANNERSON, I 2. I HAVE HAD EVPERIENCE AS THE INTERPRETERS 3. BOTH OF THE ARRYS STATEMENTS APPLY. MONE OF THE SERVE STATEMENTS APPLY PART IN-CERTIFICATION THIS CRATISTICATION CONSTITUTES OF APPLICATION FOR A MAINTENANCE AREAD PRODUCTS IN A REST OF MY ANOGEROUS AND BELIFF. REGULATION NO. SPIRE PARTITIONS. I UNGESTAND THAT I MUST PART IN OPERATOR THE TERMS OF DECOME STYLES AND ARE THAT I PRODUCTS IN CASTERIA. PARTITIONS OF DECOME STYLES AND ARE THAT I PRODUCTS IN CASTERIA CANCILLOR PROTICISACY FROM BEFORE SCHOOL AS A THE DATE OF TESTING. ANNUAL MAINTENANCE APARTS BILL OF CUMULATIVE AS A THE ANNIVERSARY CAST OF CONTRACT THE SPAN. DATE STORED' \$1 50 4 1424 27 March 1953 5 423

W. W.

S.E.C.R.E.T

TRAINING EVALUATION

Operations Course No. 6

I. IDENTIFYING DIFORMATION:

- 10	KEEVal, Thomas John	Sex H.	Dates of Courses 3 Mar 27 June 58	lio, of Students
	Date of Births ECD Dat 20 May 1	957	Grade or Hanks	Office.
	Junior Officer Tra		Request for Training	uated 16/10/57

II. DESCRIPTION OF COURSE.

III. PERFORMANCE PECOND:

The student's evaluation in the Operations Course is based on his understanding of clandestine operations as well as on his ability to perform field case officer tanks as observed by the staff over a period of sixteen weeks.

The standards set by the Staff for Satisfactory performance are high. Moreover, each Operations Course class is a carefully selected group of mature, intelligent, and able persons. Thue, it should be recognized that a gride of Satisfactory indicates that in the training situation the student understood or applied that subject of instruction in a competent manner.

The preponderance of grades fall within the Satisfactory range.

The performance of this student in each category of grading is indicated on the following page by the stamped X's.

S-F-C-R-F-T

		FAIL	POCR	LOW MID HIGH SAT SAT SAT	EXC	SUP
. 1.	Agent Acquisition and Management					
	Interviewing Cover		100		Contract to	. 7,
	Clandestine Communications		1137			19.4" 24
-	Reporting Project Management					
7.	Claudestino Sorvico Operations					गण्याः । स्थापिताः

Mr. Keenan's performance in the course was highly satisfactory. Its performance in Claudes ine Communications, Project imagement and Claudes time Corrections were just more of excellent. In face-to-face practical exercises he saw effective, and was one of the best students of the class in a ZOCHT agent-recruitment exercise. In simpler, controlled interviewing and debrication assistant he was more offactive than in exercises requiring more arbitle directing and control of the agent. He developed a good understanding of field procedures, more particularly of project management, where he ranked in the upper one-third of the class. His operational reporting was better than his information reporting which was acceptable, but he made little improvement in it during the course. Fr. Keenan acquired a highly satisfactory understanding of the various kinds of Amency operations, revealing a particularly thorough knowledge of CI concepts and methods. He tied with one other student for the top grade on the CI examination.

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S-E-C-8-9-1

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TRAINING REPORT

CI PANTUANIZATION COURSE No. 1

.,	RAMZ	
	KREMAN, Thomas J.	DATES OF COURSE
1	STAPP OR DIVISION	18 - 22 Kovember 1957
1	078 J077	PARSENT POSITION
		302

- I. Course Objectives: increase awareness of the CI mission in relation to the Clandestine Services and the national security; provide an introduction to foreign intelligence services and to CI operations; give theory and practice in CI methods.
- in the CI field, supervisory personnel who direct the work of CE material is precented by means of lectures, comings, directed reading, and practical exercises. Emphasis is on pathyle. Course content is
 - A. Introduction: definition of terms, history and legal authority; community, the CI Staff
 - B. Foreign intelligence services: includes brief treatment of liginon
 - C. Mithods: the means of investigating and verifying; includes sources, reporting, records and records exploitation, analysis and assessment, etc.
 - D. CI operations: types, basic principles, examples
 - E. Panel discussion (guestions and number)

III. Contification of Course Completion

ly. Eccam tas present throughout the course and submitted all papers required for the practical exercises. These chows examentable errors and a good explaning for one with little or so estual experience. To the an attentive listener and second to gain a good deal from the course.

FOR THE DIRECTOR OF THAINING	
on or laning;	
La companya da la co	

S-E-C-R-C-T

TSS/PB/TRAINING DIVISION EVALUATION DARKROOM BASIC PHOTOGRAPHY No. 1 VAME SPEELS, TIEVALE DIV JUTP BROTE DATES TRAINED from 12/57 10.9/26/57 This course is primarily designed to develop the following skills: Use of 35 mm cameras with accessories. document copy, processing and printing. L Manipulation of camera. A a Leica b. Reting II C c. Recordak II. Processing and printing. a. Film loading. b. Film processing c. Enlarging d. Reflex and contact printing III. Use of accessory equipment. a. Exposure meter b. Filiers. c. Telephoto and wide angle lenses IV. Document copy and small objects. a. Available light b. Accessory illumination X c. BOOWU, portra lens, focus slide V. Ground pholography. I a Coverage b. Report

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VL Casing:

a. Coverage

S-E-C-FL-E-T

TSS EVALUATION

NAME THOMAS TO THE PARTY OF THE	DIVISION CREATER
SUBJECT	
DATES TRAINED 3-13 September 1967	
EVALUATION:	
1. Comprehension of Principles	
2. Alertness and Interest. Gne	
3. Operational Appreciation of Subject for	
4. Manual Dexterity Goo	
5. Care in Work Good	
6. Aptitude Com	
7. Technician Potential	
NOTE: "Technician Potential" to an actional	
MOTE: "Technician Potential" is an estimate attudent might acquire after advanced is not an estimate of his current love	the transfer of the second and the s
	tot technique.
Ratings: Poor, Average, Good, Excellent	
	•
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- Division Training Liaison Officer 1 - Div	Vision Training Listuan Occione
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- Officer of Fereumel	Bright and the second

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TSS EVALUATION

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DATES TRAINED 2	6 - 30 August 19	57		
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Rosman, Thomas J. H. 1 = 26 July 1957

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Junior Officer Trainso

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Mr. Recomm was a bit clow in adjusting to the requirements of the course, but curing the lost two weeks he showed definite progress in his grasp of the production problems. His eral precentations improved steadily, and his final briefing was excellent, both in substance and in presentation. Mr. Koeman is a very pleasant young man, interested and desparative, and gives premise of being a sound intelligence officer.

SECRET TRAINING EVALUATION -- INTELLIGENCE ORIENTATION 10 SICTION I ICENTIEVING INCOMETION RAME OF STUDENT Leeman, Thomas J. 27 lay - 21 June 1957 DATE OF BIRTH 05-7 OTR/JOTP PROJECTED ASSIGNAENT OR PRESENT POSTTIO Junior Officer Trainee CHARACTERISTICS OF THE COME This course is presented primarily by lecture and reading; it also includes seminars and discussion periods. Each phase of the course is rated by a single multiple choice SECTION III OBJECTIVES : The objectives of the Introduction to Intelligence prase are: 1. To develop understanding of the mission and organization of CIA and its role in the intelligence community and the national recurity effort. To develop understanding of the functions of CIA components with responsibilities for intelligence, support and other activities. The objective of the Introduction to Communism phase is to provide a basic understanding of the Communist ideology and of the background, organization, activities and capabilities of the International Communist Movement and the USP. STUDENT ACHIEVEMENT BATING The numbers placed in the columns below show how many students received each rating. An asterisk(*) shows the rating this student received. SUBJECT. HOURS INTRODUCTION TO INTELLIGENCE 89 0 37 289 INTRODUCTION TO COMMUNISM ĺ 23 340 SECTION V COMMENTS INDICATE ANY STRONG AND WEAK POINTS OF THE STUDEST, OR ANYTHING THAT MEY MAYE SUSTUENCED HIS PERFORMANCE IN THE FOR THE DIRECTOR OF TRAINING

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SEC. II. WORK EXPERIENCE

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Use a continuation sheet, if necessary, to adequately describe your duties.

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SEC. II. WORK EXPERIENCE (CONT'D) 3. Special Work Experience: Check any of the following organizations by which Military Police Air Force A-2 04 U.S. Border Patrol Foreign Economic Admin. Counter Intelligence Corps U.S. Narcotics Squad 27 Immigration & Naturalization FBI 07 Criminal Investigation Div. Strategic Services Unit Office of Naval Intelligence Foreign Service, State Dept. Office of War Information Central Intelligence Group 23 Army G-2 Armed Forces Security Agency Office of Strategic Services Coordinator of Information Office of Facts & Figures SEC. III. FOREIGN LANGUAGES List below the foreign languages in which you have some competence. Be sure to Board of Economic Warfare include uncommon modern languages. Check (X) your competence and how acquired. COMPETENCE HOW ACQUIRED LANGUAGE Ountry If you have checked 'Fluent' for a language that has significant difference in spoken

and written form (c. g., Arabic), explain your competence herein

seSpecialized Language Competence: Describe ability to do specialized language work involving vocabularies and terminology in the scientific, engineering, telecommunications, and military fields. List the language with the type of speciality.

SEC.	IV.	APEA	KNOWL	-
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1. List below any foreign countries or regions of which you have knowledge gained as a result of residence, travel or study. Study can mean either academic study, or study of a foreign country resulting from an intelligence, military, commercial or professional work assignment.

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Specialized Knowledge of Area
List specialized knowledge of foreign country such as knowledge of terrain,
coasts and harbors, utilities, railroads, industries, political parties, etc.,
gained as a result of study or work assignment. Include name of employer
or organization.

ı	Country	Type of Knowledge	
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SEC. V. TYPING AND STENOGRAPHIC SKILLS (PRESENT UTILIZATION)

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	fication such as teachers, pilot, marine, etc.	2. Hobbies: List any hobbies such as sailing, skiing, writing, or other special qualifications.
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## DECLARATION OF APPOINTEE

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PENCHATOLIN FOR: THOMAS J. KERNAH

SITURICE

. Credit Reference

1. You are advised that the position for which you have been hired is of a sensitive nature and that IOU AME NOT TO IDENTIFY DUPPOSE.

- Personnel ECD Orientation and the Thursday afternoon Security Introduction which authorizes certain personnel to identify themselves with this Agency, when necessary, for credit, rental agreement, and
- 3. You will be advised by your Placement Officer as to the cover information necessary for proper job identification. If at any time cover difficulties are encountered you may arrange an appointment through your Placement Officer to see the Security Officer responsible for your activity.

A M. Blever

G. M. STWAIT

I have read the above and understand that I am not to associate myself with the Central Intelligence Aponey for cruit inference or

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#### C-O-N-F-I-D-E-N-T-I-A-L

### Testing Secrecy Agreement

I shall be perticipating in a testing program administered by the National Security Agency (ICA). I understand that other government agencies, including the Central Intelligence Agency (CIA), are associated with the ISA testing program and that this information is not for public use. Therefore, I agree to the following conditions with regard to this testing:

- 1. I will not divulge or reveal under any circumstances whatsoever any information with respect to testing procedures of CIA. Such information will questionnaires, and information disclosed by examiners.
- 2. I will not reveal the fact that CIA is associated with the NSA testing program. I will not mention the name of the Central Intelligence Agency or any part of its program to the examiner or to any other person, including those participating in the testing. (The examiner is not a CIA official.)
- 3. If I am marked by a CIA official whether I have been tested, I will indicate only the date and purpose of the testing.
- 4. If inquiry is made by anyone other than a CIA official, I will give no information datasever about testing procedures. I will not even mention the fact that I signed this agreement.
- 5. If I am asked what government agencies I am being tested for, I will reveal only that I wok the ISA tests.
- 6. This agreement is perpetually binding whether or not I am employed by

Signature of Acreament

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#### SECRECY AGREEMENT



- 1. I am aware of the fact that the Central Intelligence Agency by reason of the sensitive nature of its work, must observe very strict security measures.
- Lagree to honor the requests of the Central Intelligence Agency relative to my application for employment or rendition of services whether it be accepted or rejected.
- I agree not to inform anyone that I am being considered for a position in the Central Intelligence Agency, unless specifically authorized by a representative of the Central Intelligence Agency.
- 4. I agree not to disclose processing procedures I have observed in the Central Intelligence Agency.
- 5. Lagree not to discuss by name or otherwise, any individuals with whom I have talked in the course of my application for employment to the Central Intelligence Agency.

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# Office Memorandum · UNITED STATES GOVERNMENT

TO	<b>2</b> /-	C/Records & Services Division/OP	DATE: 2 A	PR 1957
ATTH	2			V 1931
FROM		Director of Training		
BUBJECT		KEENAN, Thomas J - Confirmation of Remos		
		KKENAN, Thomas J - Confirmation of Reques	t for Aution	at 06-7

The Medical Office has granted Thomas J. Keenan Full Duty/ Oeneral status. Please confirm the request dated 8 February 1957 to initiate action on Mr. Keenan.

MBaird HATTHEN BAIRD

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## CONFIDENTIAL SECURITY INFORMATION SECURITY APPROVAL

Date: 19 April 1957 10. Chief, Records & Services Division
FROM: Chief. Forecasel Office
FROM: Chief. Forecasel Office Your Reference: C-7673 OTR Case Number: 131718 SUBJECT, KERNAH, Thomas J This is to advise you of security action in the subject case as indicated Security approval is granted the subject person for access to classified information. Provisional clearance for full duty with CIA is granted under the provisions of Paragraph D of Regulation 10-9 which provides for a temporary appointmont pending completion of full security investigation The Director of Central Intelligence has granted a provisional clearance for full duty = th CIA under the provisions of paragraph H of Regulation Unless the subject person enters on duty within 60 days from the above date, this approval becomes invulid. Subject is to be polygraphed as part of EDD procedures.

CONFIDENTIAL

FORM NO. 18-101

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